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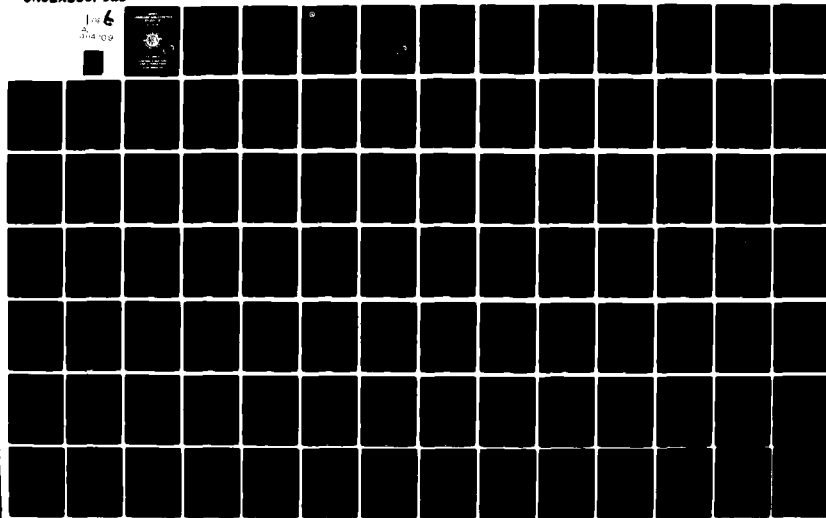
OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON D C
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COMMAND AND CONTROL
STUDY - 82
(ACCS - 82)

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VOLUME II
**EXISTING STRUCTURE
AND ALTERNATIVES**

30 SEPTEMBER 1979

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9. PERFORMING ORGANIZATION NAME AND ADDRESS Headquarters, Department of the Army ATTN: OCSA (DACS-CC) Washington, DC 20310		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS F92398A (WOZUAA)
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Four Volume Report: I - Executive Summary and main body of final report -- findings, conclusions, and recommendations (374 pgs); II - Detailed description of existing command and control organizational structure in COMUS and the can- didate alternative organizations (502 pgs); III - Annexes supporting Vol I -- background leading to the study, methodology, 19 supporting sub-studies, minutes of meetings of advisory groups, selected bibliography, glossary (546 pgs); IV - Detailed description of Army Readiness and Mobilization Region (ARMR) concept (66 pgs). (See Continuation Page)		

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Item 20, "Abstract," Continued

Study conducted in Office of Chief of Staff, Army, by 18-man study group led by BG (P) Dwight L. Wilson (names of other members listed in Executive Summary). Study objective was to make recommendations to the Chief of Staff, Army, to improve Total Army CONUS command and control capabilities to perform missions during peacetime, wartime, and throughout the transition from peacetime to wartime operations.

Methodology included research of literature; data collection; interviews with staff members of all Services, within OSD, with key staff members and commanders (past and present) of CONUS major commands, and at 146 Active and Reserve Component headquarters from MACOM through battalion levels; documentation of organization, responsibilities, procedures, and resources for existing CONUS command and control structure from HQDA through brigade levels; development of candidate organizational structure alternatives; quantitative and qualitative analysis of the existing structure and alternatives; Army Staff and MACOM review of, and comment concerning, the study group's findings, conclusions, and recommendations; and, presentation of the final report to the Army's leadership.

Study report provides recommendations concerning 61 specific issues identified by the group as requiring resolution in order to accomplish the study objective (Vol I, Chap 7). Recommendations are organized in three general categories:

1 - Organizational: this includes layering, installation management, spans of control, peacetime functional alignment of MACOM and selected Reserve Component units, etc..

2 - Transition (from peacetime to wartime operations): this includes use of State Area Commands (STARC), adequacy of communications and ADP support, adequacy of dedicated planning resources, requirements for mobilization exercises, etc..

3 - Other: this includes feasibility of providing "one-stop" installation support for Reserve Component units, potential use of recent retirees in selected Reserve Component units, adequacy of post-mobilization individual training programs, planning for total mobilization, etc..



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, D.C. 20310

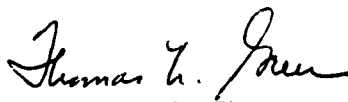
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DACS-DMA

SUBJECT: Army Command and Control Study-82 (ACCS-82) -- Final Report
(Volumes I - IV)

TO WHOM IT MAY CONCERN

1. Subject study has been reviewed at HQDA.
2. The recommendations of the study group, contained in Chapter 7 of Volume I, have been approved with the following modifications:
 - a. Organizational Issue 1. The Army Readiness and Mobilization Region concept, described in Volume IV, is the approved organizational alternative.
 - b. Organizational Issue 3. The activation of one additional CONUS headquarters is contingent upon the availability of resources; resource availability will be addressed during the staffing of the Army FY 82-86 Program Objective Memorandum (POM).
 - c. Organizational Issue 17. Battalion-level advisory positions may be retained on a case-by-case basis if justified by a FORSCOM review conducted in coordination with the National Guard Bureau and the Office of the Chief of Army Reserve.
 - d. Organizational Issue 20. The Deputy Chief of Staff for Operations and Plans, HQDA, is assigned the responsibility for developing the Army Mobilization and Planning System (AMPS). The Director for the Army Staff has the authority to approve the organizational requirements to support development of the AMPS.


THOMAS U. GREER
Major General, GS
Director of Management

①

ARMY COMMAND
AND CONTROL STUDY-82
(ACCS-82)

VOLUME II
EXISTING STRUCTURE
AND ALTERNATIVES

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FOREWORD

The views, opinions, findings and/or recommendations contained herein should not be construed as an official Department of the Army position, policy or decision unless so designated by official documentation.

This volume contains backup information and detailed data to be considered in conjunction with Volume I, Study Report, Army Command Control Study-82 (ACCS-82). The materials in these chapters are specific to the needs of the study and should not be extracted out of context.



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VOLUME II: EXISTING STRUCTURE AND ALTERNATIVES

TABLE OF CONTENTS

	Page
Foreword.....	i
List of Figures.....	iii
List of Tables.....	v
Chapter	
1. Existing Structure.....	1-1
2. Alternative 1.....	2-1
3. Alternative 2.....	3-1
4. Alternative 3.....	4-1
5. Alternative 4.....	5-1

LIST OF FIGURES

FIGURE		Page
1-1	Organization of the Department of the Army.....	1-5
1-2	Organization of Army Material and Development and Readiness Command.....	1-16
1-3	Organization of Army Intelligence and Security Command.....	1-26
1-4	Organization of Army Communications Command.....	1-30
1-5	Organization of Military Traffic Management Command.....	1-43
1-6	Organization of Criminal Investigation Command.....	1-46
1-7	Organization of Military District of Washington.....	1-49
1-8	Organization of Army Forces Command.....	1-55
1-9	Organization of Training and Doctrine Command.....	1-62
1-10	Organization of Health Services Command.....	1-65
1-11	Organization of the US Army Corps of Engineers.....	1-70
1-12	CONUSA Geographic Areas of Responsibilities.....	1-85
1-13	First United States Army Organization.....	1-86
1-14	Fifth United States Army Organization.....	1-87
1-15	Sixth United States Army Organization.....	1-88
1-16	CONUS Corps Organizational Structure.....	1-89
1-17	ARCOM Boundaries.....	1-112
1-18	Organization of a Typical Army Readiness Region.....	1-118
1-19	ARR Boundaries and Locations of ARR HQ and RG.....	1-118
3-1	Command and Funding Responsibilities.....	3-8
3-2	FORSCOM Command Lines.....	3-9

LIST OF FIGURES (Continued)

FIGURE		Page
4-1	REDMOB Areas of Responsibility.....	4-14
4-2	ARCOM Areas.....	4-15
4-3	Headquarters, Readiness and Mobilization Command.....	4-20
5-1	Corps Areas with Major AC Units.....	5-13
5-2	Stationing Option 4A.....	5-9-7
5-3	Stationing Option 4B.....	5-9-8
5-4	Stationing Option 4C.....	5-9-10

LIST OF TABLES

TABLE		Page
2-1	TOE Augmentation.....	2-11
3-1	Responsibility for Dedicated Mobilization Planners.....	3-13
4-1	Factors for REDMOB Determination.....	4-11
4-2	REDMOB Locations and Areas.....	4-14
4-3	REDMOB Manpower Summary.....	4-22
4-4	Responsibility for Dedicated Mobilization Planners.....	4-24
4-5	REDMOB Location Selection.....	4-27&28
4-6	Headquarters Computers and Monthly Costs.....	4-29
4-7	ADPE Costs.....	4-30
4-8	COMPO 4 Units.....	4-35
4-9	REDMOB Units.....	4-38
4-10	Possible USAR GO Backfill.....	4-40
5-1	Computers and Monthly Cost.....	5-21
5-2	Increased Costs.....	5-22
5-3	Ratio of Staff to Units Served.....	5-3-3
5-4	Present AC-RC Support Ratio.....	5-7-2
5-5	Corps Ratio.....	5-7-3
5-6	Corps Ratio, Staff to Base.....	5-7-7
5-7	Corps TDA.....	5-7-5

Chapter 1

EXISTING STRUCTURE

1. Executive Summary.

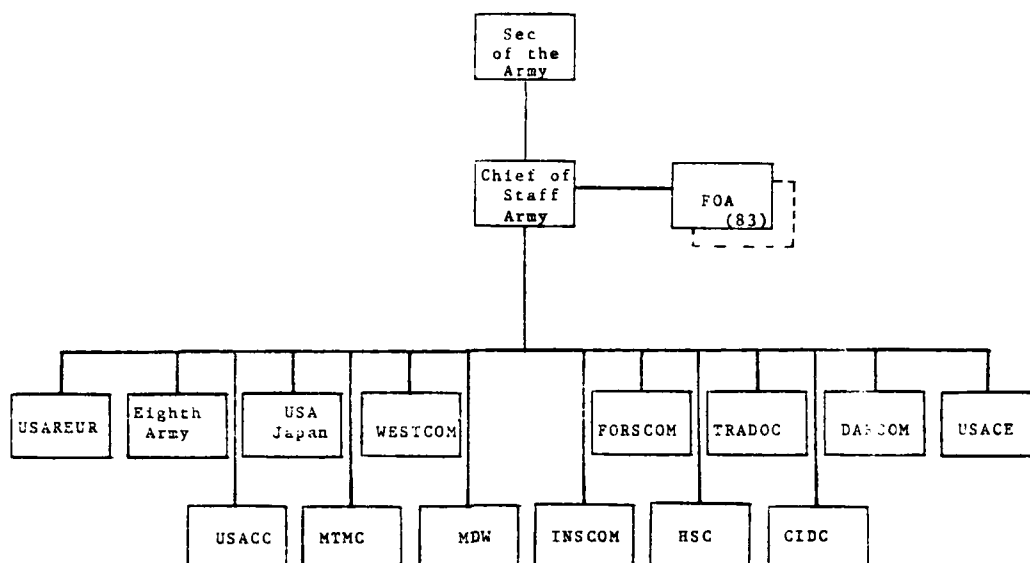
a. Short Description.

(1) The Department of the Army, as a component of the Department of Defense, is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war. The Army, within the Department of the Army, includes land combat forces and such aviation and water transport as may be organic therein. The Army's objectives are specified by Section 3062(a) of Title 10 United States Code, which states, in part:

"(a) It is the intent of Congress to provide an Army that is capable, in conjunction with the other Armed Forces, of

(1) Preserving the peace and security, and providing for the defense of the United States, the territories, commonwealths, and possessions, and any other areas occupied by the United States . . ."

(2) The chain of command for purposes other than the operational direction of unified and specified commands runs from the President to the Secretary of Defense to the Secretary of the Army. The Secretary of the Army exercises his command authority through the Chief of Staff, Army, and the Army General Staff at Headquarters, Department of the Army (HQDA). There are 14 Major Army Commands (MACOM) subordinate to HQDA—the MACOM contain most of the Active Army's military and civilian personnel. In addition to the MACOM, there are 83 Field Operating Agencies (FOA) supervised directly by HQDA. The FOA have a primary mission of executing policy but, by definition, are not a MACOM or part of a MACOM. Ten of the MACOM and all of the FOA are located in the CONUS.



Characteristics.

(1) The Army's Reserve Components (RC)—the Army National Guard (ARNG) and US Army Reserve (USAR)—operate under two peacetime command and control systems. The ARNG is commanded by the Governors of the States through their Adjutants General. The National Guard Bureau (NCB), at HQDA, serves as the "channel of communication" to the Governors and Adjutants General. The NCB has no command authority. The USAR is commanded by a MACOM—FORSCOM—through three Continental US Armies (CONUSA). The Chief, Army Reserve (CAR), at HQDA, is a principal member of the Army Staff. The CAR has no command authority.

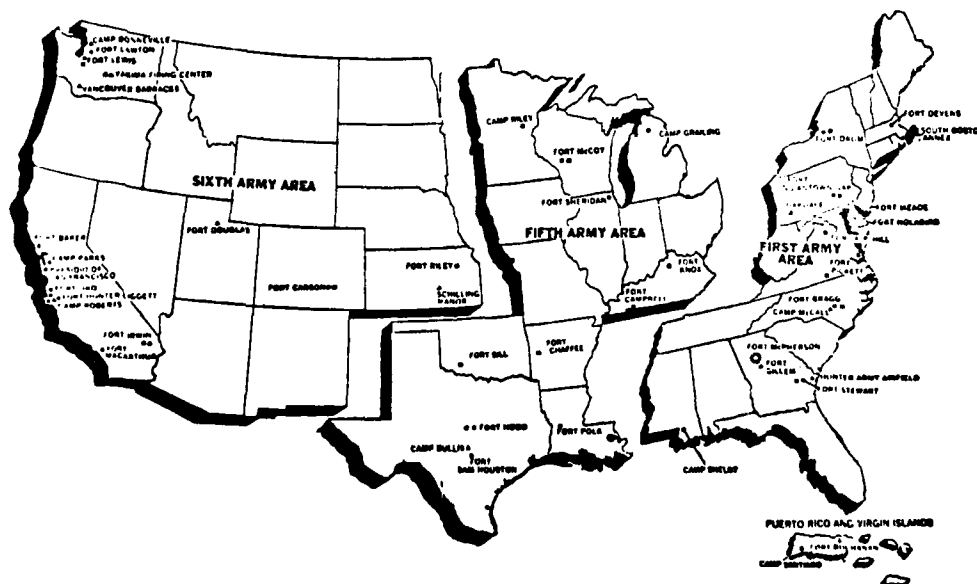
(2) Fifty of the Army's installations are designated as mobilization stations. All Army installations are commanded directly by "parent" MACOM. In the case of mobilization stations, assignment to MACOM is as follows: HSC - 2, ACC - 1, DARCOM - 4, TRADOC - 18, FORSCOM - 25, (this includes 8 mobilization stations that are operated by States in peacetime). Upon mobilization, the ARNG units are assigned to FORSCOM and all the RC units report to the mobilization stations on a time-phased basis.

(3) There are two Active Component (AC) corps assigned to FORSCOM. Their command relationships and organizational structures are shown below.

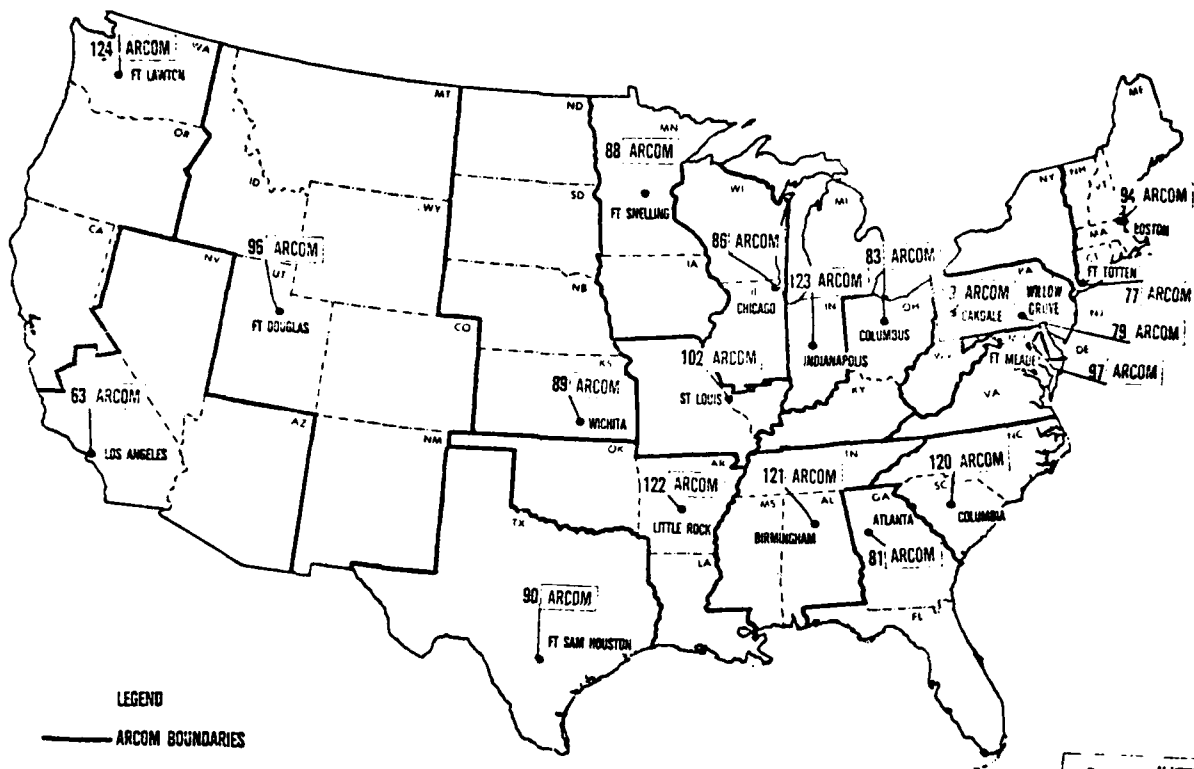


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(4) The CONUSA—First, Fifth and Sixth—command the USAR, Army Readiness Regions (ARR), State Area Commands (STARC) when activated and supervise the training and readiness programs of the ARNC units. All CONUSA responsibilities, which include the defense of the CONUS (less aerospace defense), are based upon the geographic areas assigned below.

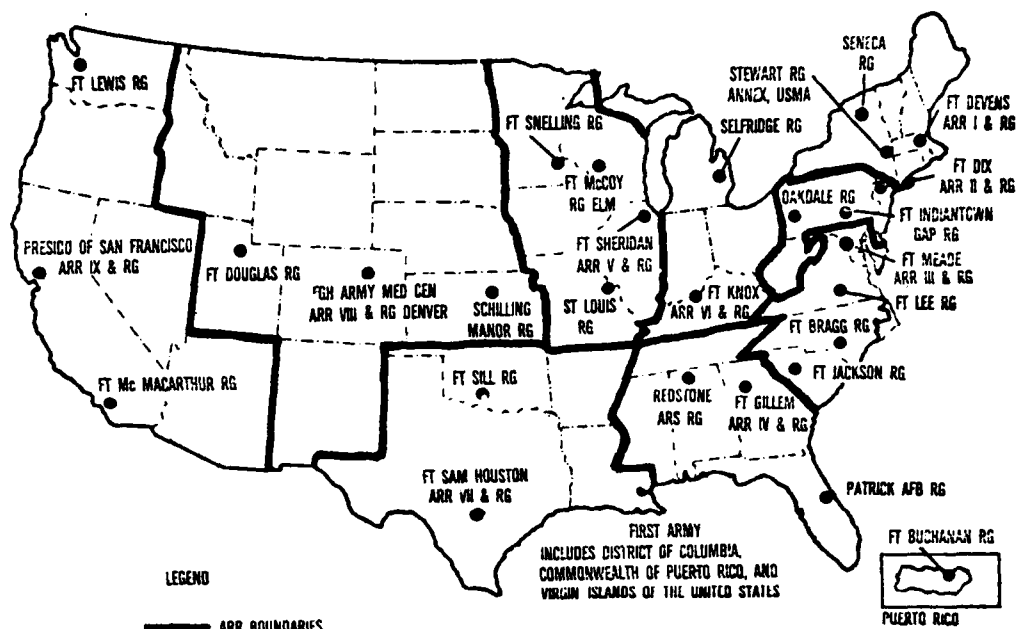


(5) There are 44 Major USAR Commands (MUSARC) that report directly to CONUSA. Nineteen of these MUSARC are Army Reserve Commands (ARCOM), which are responsible for designated USAR units within the geographic areas shown below.



The other 25 MUSARC are General Officer Commands (GOCOM). The responsibilities of GOCOM are based on functions rather than geography (e.g., USAR Training Divisions, Engineer Commands, etc.).

(6) The nine Army Readiness Regions (ARR), numbered I through IX, command 28 Readiness Groups (RG) and all advisor and advisor/augmentee elements within specified geographic boundaries. The mission of the ARR and their subordinate elements is to establish, maintain and sustain unit readiness in the RC, primarily through dedicated training assistance programs. ARR areas of responsibility and RG locations are shown below.



c. Resource Summary.

The resource summary below describes only data related to elements of the existing structure that are considered for modification by the ACCS-82 final alternatives. Included are data for: CONUSA HQ, ARR HQ, RG, ARCOM HQ, BASOPS "slice" for the above organizations, installation directorates for RC support and battalion-level advisors.

(1) Manpower.*

AC	Military		Civilian		
	RC				
	FT	PDS	DAC	APT	
3,561	60	3,129	1,730	384	

*Includes 15 AC and 38 RC General Officers.

(2) Costs. Annual Operating Costs (\$000)= 146,244.6

d. Strengths and Weaknesses of the existing structure.

(1) Strengths.

- (a) Dedicated AC full-time support of the RC
- (b) Efficient peacetime installation management

(c) Forces, schools and combat development activities are properly aligned

(2) Weaknesses.

(a) Unnecessary layering and duplication

(b) Lack of valid post-mobilization missions for all headquarters

(c) Insufficient AC/RC integration

(d) Excessive FORSCOM span of control for mobilization

(e) Insufficient number of corps headquarters to support wartime requirements

(f) Installation post-mobilization responsibilities are unclear and conflicting

(g) Communications and ADP/MIS support are inadequate for support of mobilization

(h) There would be excessive organizational turbulence during the transition from peacetime to wartime operations

(i) Mobilization planning effort is inadequate

2. Detailed Description.

a. This segment addresses the major organizations and associated missions and functions within the CONUS Army structure.

(1) The Department of the Army is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war. The Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. The Department of the Army performs the following functions:

(a) To organize, train, and equip Army forces for the conduct of prompt and sustained combat operations on land; specifically, forces to defeat enemy land forces and to seize, occupy, and defend land areas.

(b) To organize, train and equip Army air defense units, including the provision of Army forces as required for the defense of the United States against air attack, in accordance with doctrines established by the JCS.

(c) To organize and equip, in coordination with the other Services, and to provide Army forces for joint amphibious and airborne operations, and to provide for the training of such forces, in accordance with doctrines established by the JCS.

1 To develop, in coordination with the other Services, doctrines, tactics, techniques, and equipment of interest to the Army for amphibious operations and not provided for by the Navy or the Marine Corps.

2 To develop, in coordination with the other Services, the doctrines, procedures, and equipment employed by Army and Marine Forces in airborne operations. The Army shall have primary interest in the development of those airborne doctrines, procedures, and equipment which are of common interest to the Army and the Marine Corps.

(d) To provide an organization capable of furnishing adequate, timely, and reliable intelligence for the Army.

(e) To provide forces for the occupation of territories abroad, to include initial establishment of military government pending transfer of this responsibility to other authority.

(f) To formulate doctrines and procedures for the organizing, equipping, training and employment of forces operating on land, except that the formulation of doctrines and procedures for the organization, equipping, training and employment of Marine Corps units for amphibious operations shall be a function of the Department of the Navy.

(g) To conduct the following activities:

1 The administration and operation of the Panama Canal.

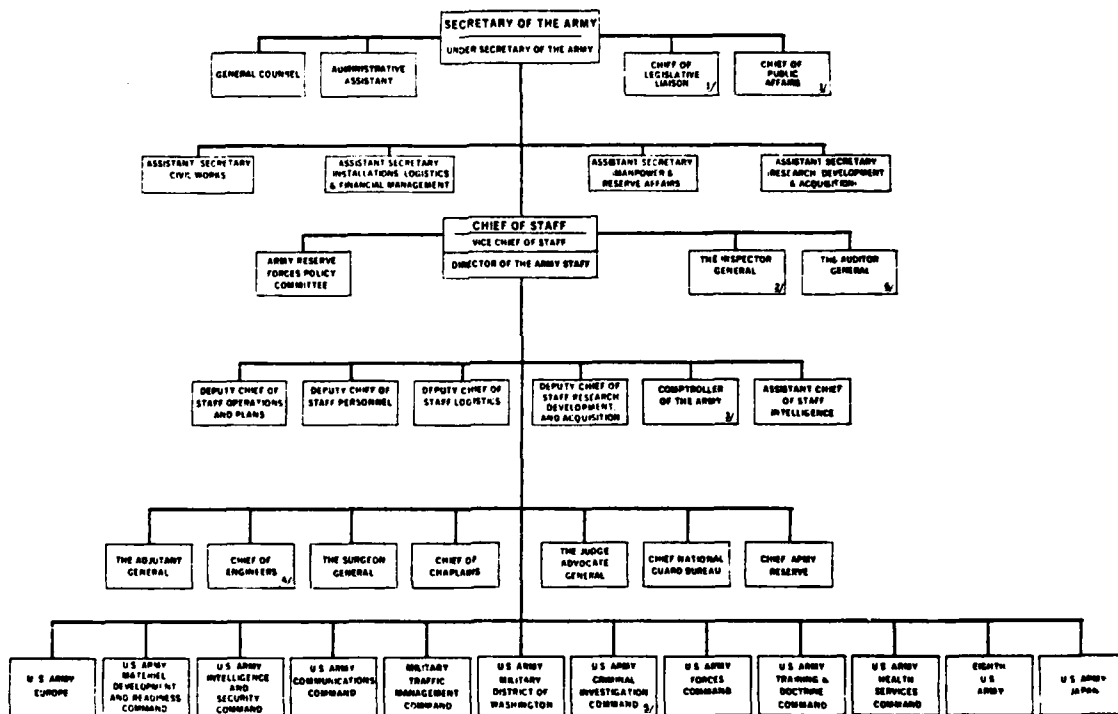
2 The authorized civil works program, including projects for improvements of navigation, flood control, beach erosion control, and other water resource developments in the United States, its territories, and its possessions.

3 Certain other civil activities prescribed by law.

(h) As a collateral function, the Army is charged to train forces to interdict enemy sea and air power and communications through operations on or from land. This function may establish further justification for stated force requirements, such assignment shall not be used as the basis for establishing additional force requirements.

The organizational structure of the Department of the Army is shown below.

Figure 1-1
Organization of the Department of the Army



- 1/ CHIEF OF LEGISLATIVE LIAISON AND THE CHIEF OF PUBLIC AFFAIRS REPORT DIRECTLY TO THE SECRETARY OF THE ARMY AND ARE RESPONSIVE TO THE CHIEF OF STAFF
- 2/ THE INSPECTOR GENERAL SERVES AS THE CONFIDENTIAL REPRESENTATIVE OF, AND REPORTS DIRECTLY TO THE SECRETARY OF THE ARMY AND TO THE CHIEF OF STAFF UPON THE MORALE, DISCIPLINE, EFFICIENCY AND ECONOMY OF THE ARMY
- 3/ THE COMPTROLLER OF THE ARMY IS UNDER THE DIRECTION AND SUPERVISION OF, AND IS DIRECTLY RESPONSIBLE TO THE ASSISTANT SECRETARY OF THE ARMY & A FM WITH CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF
- 4/ THE CHIEF OF ENGINEERS REPORTS THROUGH THE ASSISTANT SECRETARY OF THE ARMY CIVIL WORKS TO THE SECRETARY OF THE ARMY ON CIVIL WORKS MATTERS
- 5/ COMMANDER U S ARMY CRIMINAL INVESTIGATION COMMAND REPORTS DIRECTLY AND CONCURRENTLY TO THE SECRETARY OF THE ARMY AND THE CHIEF OF STAFF ON CRIMINAL INVESTIGATION MATTERS
- 6/ THE AUDITOR GENERAL REPORTS DIRECTLY TO THE CHIEF OF STAFF WITH CONCURRENT RESPONSIBILITY TO THE SECRETARY OF THE ARMY

1 AUGUST 1978

(2) MACOM:

(a) Army Materiel Development and Readiness Command (DARCOM).

1 Mission. The mission of CG, DARCOM, will include for all classes of supplies except those managed by other agencies---

a Acting as the primary materiel developer with responsibilities for research, development, configuration management, developmental test and evaluation, integrated logistics support planning and execution, acquisition or procurement, production, new materiel training, distribution, wholesale requirements determination, and maintenance, storage, and disposal of all materiel systems for the US Army and other DOD Agencies as assigned.

b Developing and providing materiel maintenance and related logistic services to DA and other agencies as directed, or in accordance with letters of agreement.

c Commanding and supporting subordinate commands, installations, and activities, and supporting the agencies who are tenants or designated satellites on DARCOM installations.

d Providing worldwide technical and professional guidance and assistance for readiness planning and logistic support for Army materiel in coordination with US Army Logistics Center in its area of responsibility.

2 Functions. CG, DARCOM, has principal responsibility for the following functions:

a Develop and, on approval, execute portions of the DA materiel program.

b Within policy and guidance furnished by HQDA for US Army materiel and related logistic services, provide for:

o The needs of the user through coordination with US Army Training and Doctrine Command (TRADOC) and other DOD agencies.

o Integrated commodity management.

- o Determining the materiel and training needs of the combat developer and insuring man-machine interface, and that materiel systems proposed for development meet these needs and are safe, effective, and efficient systems.

- o Developing recommendations in coordination with other interested agencies, for new and improved concepts, doctrine, systems, and procedures for wholesale logistic operations, criteria for measuring its effectiveness, and procedures to insure compliance, and, in coordination with TRADOC, provide input to insure interface between the wholesale and retail logistics system.

- o Performance or supervision of development tests for Army materiel designed for use by the Army-in-the-field, other customers, and for DARCOM developed materiel; providing assistance to other commands and agencies in the conduct of tests as requested.

- o Developing proposed procurement programs and related data for major and non-major items of materiel in accordance with the Procurement, Planning, and Policy Guidance.

- o Developing recommendations for type classification.

- o Distribution planning.

- o Production and dissemination of scientific technical intelligence.

- o Quality assurance in the development, procurement, and rebuilding of materiel in accordance with stated quality requirements.

- o Participation in developing and managing the Federal cataloging system; developing and managing the DA Data Management Program, the Scientific and Technical Information Program, the Defense Standardization Program, and the DOD Military Parts Control Program.

- o Receipt, storage, issue, stock control, maintenance stockpile reliability, demilitarization, and disposal within the CONUS wholesale supply and maintenance system, and systems overseas as directed.

- o Developing and managing the DA depot maintenance program and the DA program for the prevention, control, and abatement of pollution from mobile equipment sources.

- o Planning, programing, funding, system integration, and implementation of the product improvement program.

- o Funding and supervising the developmental testing, and introduction into the Army supply system for clothing, personal equipment and subsistence.

- o Developing direct productive maintenance man-hour data in support of the Army Manpower Authorization Criteria (MACRIT) Program and conducting technical reviews of tables of organization and equipment, tables of distribution and allowances, and other authorization documents as directed.

- o Worldwide commodity oriented technical advice, assistance, and resolution of logistics system deficiencies through liaison activities provided to major commands and subordinate units and installations; and for the systematic interchange of materiel operation, supply, and maintenance information between the National Inventory Control Points, National Maintenance Points, development commands, oversea and CONUS commands, and Reserve Components.

- o Promulgation of approved Army wholesale logistics doctrine by means of field manuals and other doctrinal publications.

- o Determining customer support requirements and insuring that materiel readiness programs and wholesale logistics system operations are consistent with known requirements and user doctrine.

- o Support to the Commanding General, US Army Forces Command, (CG, FORSCOM) and governmental agencies in civil defense and other domestic emergencies as directed.

- o Logistics planning support for contingency or wartime operation and provisioning of war reserve materiel for FORSCOM forces, Army elements of unified and specified commands, and other designated US and foreign forces.

- o Specialized training, in coordination with CG, TRADOC, and other appropriate major commands, of personnel in the materiel and training areas. This includes---

- oo Development of New Equipment Training (NET) Test Support Packages for all operational tests (OT).

- oo Providing NET for each item of equipment introduced into the inventory.

- oo Special project training for which there is no adequate capability in the DA training base.

- oo Management training in industrial or business type activities of the CONUS wholesale supply and maintenance system as directed.

- oo Developing and procuring Improved Technical Documentation and Training (ITDT) requirements to support selected new and currently fielded equipment/systems.

- o Detailed system design of wholesale standard logistics automatic data processing (ADP) systems, and assistance to the CG, TRADOC, in the development of those logistic ADP systems involving an interface between wholesale logistics supply and maintenance procedures and Army-in-the-field logistics supply and maintenance procedures.

- c Monitorship of the installation restoration program for DOD.

- o Management, control, and execution of Industrial Preparedness Planning.

- o Development and execution of international logistics programs which encompass determination of requirements, coproduction and cooperative logistics, international logistics, international research, development and standardization, grant aid, foreign military sales, and civilian aid in addition to providing recommendations on granting munitions export licenses.

- o Developing and managing an operations security program for activities including research and development, product improvement, logistics support, test and evaluation, require-

ments and procurement, produce assurance, inventory management, new equipment training and training planning, scientific intelligence production and dissemination, international logistics, storage and distribution, transportation, maintenance, demilitarization, and disposal in CONUS and overseas.

- o Developing policy and providing direction, support and execution of single Army Meterology and Calibration program, and monitoring the Army Meterology and Calibration System.

- o Providing Army short-range cargo forecasts to Military Airlift Command (MAC) and Military Sealift Command (MSC).

- o Supporting the Army Electromagnetic Compatibility Program in all of its program areas and developing, maintaining, and executing plans in its program areas of design, measurement techniques and instrumentation standards and specifications, and test and evaluation.

- o Developing and managing the DA Provisioning Program, Distribution of Support Items, and Test Measurement and Diagnostic Equipment Program.

- o Exercising communications security (COMSEC) commodity management to include performing the accounting and control functions of the Army Communications Security Central Office of Record.

- o Management and operation of the DA equipment publications program.

- o Intensive management of low density/high dollar value signal intelligence (SIGINT)/electronic warfare (EW) systems.

- o Management and operation of the DA equipment publications program.

- o Intensive management of low densit/high dollar value signal intelligence (SIGINT)/electronic warfare (EW) systems.

- o Petroleum logistics as assigned.

o A comprehensive safety program which will promote maximum possible safety for personnel and equipment during the life cycle of all equipment managed by DARCOM.

o Transportation (to include traffic management within the limitations specified by paragraph 202011, AR 55-355) as it relates to the CONUS wholesale supply and maintenance system.

o Control and licensing of ionizing radiation sources and materiel.

o Operation and maintenance of assigned facilities, real property, and equipment to include conducting an energy program designed to efficiently manage energy resources, and pollution abatement.

o Management of DARCOM Division and DARCOM Installation Division Army Stock Fund operations.

o Management of DARCOM Army Industrial Fund Operations Division.

c Act as the executive agent for DOD in the management of conventional ammunition (single manager concept).

d Act as the executive agent for the US Army in the operation of the Direct Support System (DSS) and in the Tri-Service/National Security Agency for materiel acquisitions.

e Act as US Army Airlift Clearance Authority.

f Compute requirements for, identify problem areas, provide supervisory management, and distribute operational projects (procurement appropriation of principal and stock fund war reserve items) and compute requirements for, distribute, and manage procurement appropriation secondary (war reserves) items worldwide.

g Exercise wholesale logistics management for audiovisual equipment and training devices except those fabricated by training and audiovisual support centers; function as materiel developer for audiovisual equipment and training devices; review equipment requirements for the coordinated audiovisual equipment and systems program; and evaluate and prepare procurement documentation for commercial nondevelopmental items.

h Insure maintenance of the Logistics Intelligence
File as a DA data bank.

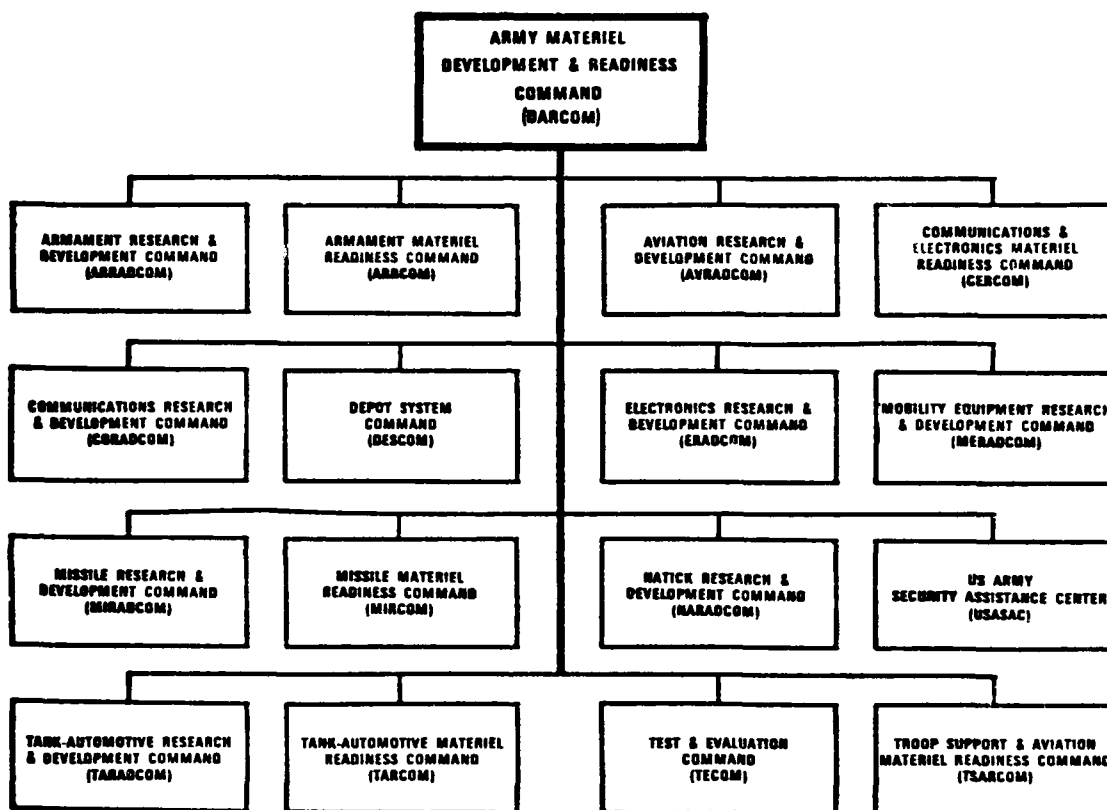
i Develop and recommend policy on the Army Oil
Analysis Program.

j Perform assessments of Science and Technology
Objectives (STO); revise or recommend new STO; incorporate responsive
science and technological programs in the Annual Program Data Sheets,
Five-Year Data Sheets, and Five-Year Research, Development, Test, and
Evaluation (RDTE) Plans; and when appropriate seek a TRADOC/DARCOM
letter of agreement for commitment of concept development and valida-
tion funds.

k Act as executive agent for Deputy Chief of Staff
for Logistics for the Army Logistics Data Elements Standardization
Program.

l Act as the functional chief of the Engineering
Physical and Science (other than construction fields) and Quality
Assurance Specialist (ammunition surveillance) Civilian Career
Programs.

Figure 1-2
Organization of Army Materiel Development and Readiness Command



(b) Army Intelligence and Security Command (INSCOM).

1 Mission. The mission of the CG, INSCOM, is to---

a Conduct intelligence, counterintelligence (CI), and electronic warfare (EW) operations in support of the Army at Echelons Above Corps (EAC).

b Conduct Signals Intelligence (SIGINT) operations as a member of the United States SIGINT System (USSS).

c Command the Army component of the Central Security Service (CSS) and serve as Chief of the Army Service Cryptologic Agency (SCA).

d Conduct Human Intelligence (HUMINT) operations in general support of Army and other authorized United States intelligence community collection requirements.

e Conduct CI investigations and operations collection, production, and related CI support activities.

f Provide Army-wide all source multi-disciplined Operational Security (OPSEC) support.

g Conduct Army-wide signal security (SIGSEC) support operations.

h Analyze, produce and disseminate all-source counterintelligence and general intelligence (less medical) and provide all-source threat analysis support to the Army, as authorized by pertinent statutory and regulatory authorities.

i Provide technical advice and operational assistance to other functional operating Major Army Commands (MACOM) in the discharge of their intelligence, EW and security responsibilities.

j Act as the HQDA Executive Agent for the management of the Military Intelligence Peacetime Utilization Program, active and Reserve.

k Provide advice, assistance and technical/operational support to ensure maximum exploitation of national intel-

ligence assets in improving ground processing and dissemination for tactical support from Special Activities Office (SAO) systems.

1 Act as the Initial Denial Authority (IDA) and Access Amendment Refusal (AAR) authority for all requests involving US Army intelligence investigative files.

m Conduct, or participate in, photographic intelligence (PHOTINT) operations in general support of Army and other authorized United States intelligence community collection requirements.

2 Functions. The CG, INSCOM, has principal responsibility for the following functions:

a Intelligence collection.

o Performs worldwide SIGINT operations at fixed sites and with assigned and attached mobile assets under the SIGINT operational control of the Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS).

o Searches for, intercepts, and locates foreign electromagnetic emissions for intelligence purposes and to support EW activities.

o Commands overseas all-source and multi-discipline organizations in support of EAC, tailored to theater requirements.

o Conducts worldwide strategic HUMINT controlled collection operations of foreign military and military-related intelligence information in general support of the Army and in the reinforcement of overseas commanders.

o Conducts liaison and intelligence information exchange programs and engages in bilateral HUMINT collection operations with selected foreign intelligence and security services.

o Performs overt and overt/sensitive HUMINT collection and exploitation activities worldwide.

o Acquires and exploits foreign documents for information of foreign military and military-related intelligence

value, coordinating with the scientific and technical intelligence (S&TI) production activities on substantive subjects pertaining to their technical areas of responsibility.

- o Debriefs refugees and interrogates foreign defectors and prisoners of war as to their knowledge of foreign military and military-related intelligence information.

- o Debriefs United States Army personnel returned to United States control, to obtain foreign military intelligence information.

- o Operates a centralized INSCOM HUMINT Source Registry.

- o Validates INSCOM originated intelligence collection requirements and forwards them to HQDA, Defense Intelligence Agency (DIA) and NSA/CSS.

- o Tasks assigned HUMINT collection elements with DIA validated intelligence collection requirements.

- b Foreign intelligence and counterintelligence production.

- o Produces general intelligence (less medical intelligence) in response to DA and other Department of Defense (DOD) validated requirements.

- o Prepares all-source intelligence reports and studies on foreign ground force capabilities in support of Army requirements.

- o Identifies intelligence gaps of significance to the Army.

- o Provides foreign military or military-related intelligence responsive to the predeployment, contingency, and exercise needs of tactical units.

- o Performs threat analysis and validation within established Army policies and standards to support Army plans, OPSEC programs, materiel acquisition, and combat development activities.

- o Produces studies and reports on foreign intelligence organizations and activities worldwide.

- o Provides basic and direct support exploitation of imagery for the Army.

- o Develops Imagery Interpretation Keys on equipment and weapons systems for which the Army has production responsibility in the DOD Keys Program.

- o Interprets and disseminates all-source current intelligence to support the ACSI, HQDA, in carrying out the responsibilities for furnishing current intelligence to the Army Secretariat, Army Staff, and other Army commands.

- o Requests information from and provides intelligence-related assistance to the S&TI production activities operated by the CG, US Army Materiel Development and Readiness Command (DARCOM) and The Surgeon General.

- o In coordination with the above S&TI activities ensures that requests for production of finished intelligence tasked to the INSCOM represent valid intelligence production gaps, and are feasible for production action; that S&TI is incorporated into Army general intelligence production and threat analysis efforts; and that finished intelligence products meet user, legal, and regulatory requirements.

- o Provides dissemination support for foreign intelligence to HQDA, CONUS MACOM Army OCONUS organizations not subordinate to a unified or specified command, and their subordinate agencies, activities and units, for the ACSI.

- o Provides translation support to HQDA and major Army CONUS commands and activities.

- c Counterintelligence, operations security support, and signal security support.

- o Provides all-source multidiscipline security support to the Army and designated DOD activities. This support encompasses countering foreign military or military-related HUMINT, SIGINT, and PHOTINT operations - including OPSEC support through conduct of threat/vulnerability analyses and estimates and provision of

technical surveillance countermeasures support, automatic data processing systems security support, SIGSEC support, and other activities in support of the Army OPSEC Program.

- o Provides dedicated CI support to the Defense Nuclear Agency and to DOD activities within the Pentagon Military Reservation.

- o Conducts personnel security investigations in response to tasking from the Defense Investigative Service (DIS).

- o Conducts complaint investigations concerned with DA military and civilian security programs and designated DOD agency security programs regarding allegations of subversive affiliations, suitability information, sabotage or hostage situations which are not developed during a personnel security investigation.

- o Performs control custodian functions for controlled United States Army Investigative Records Repository dossiers.

- o Administers Army Intelligence Polygraph Program worldwide in support of DA and the investigative activities, HUMINT and Offensive CI Operations (OFCO) and the DA Limited Access Authority Program.

- o Functions as the Army Technical Surveillance Countermeasures (TSCM) Program Central Manager.

- o Advises and assists (in accordance with DOD and DA regulations and directives) the DA Staff and Army commanders at all levels in SIGSEC matters and in controlling compromising emanations. Conducts activities required to support the Army SIGSEC and compromising emanations control program.

d Special operations.

- o Conducts and controls all US Army OFCO worldwide in general support of the Army.

- o Conducts military-related counterespionage investigations.

- o Conducts analysis and evaluations of selected OFCO and counterespionage cases and prepares operational assessments

and reviews.

- o Exercises DA control office functions for the centralized direction, control, and coordination of counterespionage, countersubversion and countersabotage investigations, and subversion and espionage directed against the US Army (SAEDA)-related investigations and activities within the US Army worldwide.

- o Conducts national level liaison and coordination within the Federal Bureau of Investigation (FBI), Central Intelligence Agency (CIA), Office of Naval Intelligence (ONI), Air Force Office of Special Investigations (OSI), and other national agencies on all operational matters pertinent to Special Operations.

- o Conducts liaison and counterintelligence exchange programs and engages in bilateral CI investigations and operations with selected foreign intelligence and security services.

- o Manages the CONUS Internal CI Program.

- o Initiates, controls, maintains, monitors for the ACSI, DA, on a controlled access basis, Army files pertaining to selected, highly sensitive investigations and operations.

- o Establishes, maintains, and stores operational data and information files on foreign intelligence agencies and foreign personnel who are known or suspected of posing a threat to the US Army.

- o Collects, reviews, and collates that information required to establish and maintain a special CI/counterespionage operations data library to support current and future operations and investigations.

e Electronic warfare.

- o Provides advice, assistance, and technical guidance to DA and other Army commands on Combat Electronic Warfare Intelligence (CEWI) matters and EW operational activities.

- o Acts as Executive Agent for HQDA in the Joint Service Meaconing, Intrusion, Jamming, and Interference (MIJI) program and other activities of the Army element at the Air Force Electronic Warfare Center.

- o Conducts other EW and EW-related missions in accordance with the Army EAC concept or as may be assigned.

- o Provides observers/evaluators for exercises and maneuvers as requested and prepares after-action reports on the effectiveness of EW operations and related intelligence/CI aspects for other MACOM.

f Management and other functions.

- o Organizes, equips, trains, administers, provides for logistics and automatic data processing support, provides position and equipment configuration control, and operates subordinate installations, activities, and units to carry out assigned missions.

- o Plans, programs, distributes, establishes policies for, supervises, and evaluates the use of resources for accomplishing INSCOM missions.

- o When directed by HQDA, participates in combat developments in coordination with US Army Training and Doctrine Command (TRADOC).

- o When designated by HQDA as the user of materiel being developed, and for those areas within purview of INSCOM expertise, participates in materiel development in coordination with DARCOM.

- o Supports TRADOC, DARCOM, Operational Test and Evaluation Agency (OTEA) and US Army Forces Command (FORSCOM) on field exercises, field evaluations, development tests, operational tests, and force development tests and experiments.

- o Recommends combat development actions to CG, TRADOC within INSCOM's area of expertise.

- o Participates in combat development, training, and R&D aspects of SAO-related processing and dissemination with TRADOC, DARCOM, Army Space Program Office, and NSA.

- o Submits requirements to CG, DARCOM to develop, test, and acquire materiel and provide wholesale logistics support for present and programed operational missions.

- o Assists other Army commanders to articulate the materiel requirements for their assigned intelligence, CI, and EW units.

- o Coordinates with CG, TRADOC, the training requirements and standards necessary for personnel to be assigned to INSCOM and recommends modifications to TRADOC curricula as required.

- o Provides technical review of cryptologic training programs to ensure that Army cryptologic training programs are consistent with minimum standards of training established by the DIRNSA/CHCSS, and coordinates with TRADOC and NSA on changes as required.

- o Assists other Army commanders to identify requirements and establish standards for intelligence, CI, and EW personnel to be assigned to their commands and to develop recommendations for modifications to TRADOC curricula.

- o Plans, programs, articulates requirements and standards for, establishes criteria for, coordinates, assists, and supervises a peacetime utilization program designed to attain productive and professional utilization of intelligence resources.

- o Determines and places requirements for non-tactical communications upon the CG, United States Army Communications Command (ACC).

- o In coordination with other MACOM, assists HQDA and NSA/CSS in the development of the Army portion of the Five Year Defense Program (FYDP) to include the Consolidated Cryptologic Program (CCP), as well as major Programs II, VI and VIII, the General Defense Intelligence Program (GDIP), and Counterintelligence and Investigative Activities (CI&IA). Participates with HQDA in the preparation of the FYDP, GDIP, COMSEC Resources Program, and CI&IA portions of the program and budget submission to OSD, DCI, and the Congress.

- o Provides Army commanders with advice and assistance in the statement of their intelligence collection and production requirements as required.

- o Conducts DA programs to provide military and civilian intelligence specialists as directed by HQDA.

- o Administers the INSCOM Reserve Mobilization Designee (MOBDES) and Strategic Military Intelligence Detachment (STRAT MID) programs and assists other MACOM with Reserve Component units and matters within INSCOM's functional areas of responsibility.

- o Serves as approving authority for Army student nominations to DOD Area Intelligence Training.

- o Develops attache personnel requirements in coordination with DIA and OACSI, DA. Provides personnel, finance, and administrative support on a representational basis for US Army personnel assigned to the Defense Attache System (DAS). Coordinates MOBDES assignments to the DAS. Provides personnel, administrative and finance support to the Foreign Area Officer Program.

- o Operates an Investigative Records Center which is the US Army Repository for personnel security, CI, and intelligence files other than SIGSEC, special intelligence, and SIGINT files.

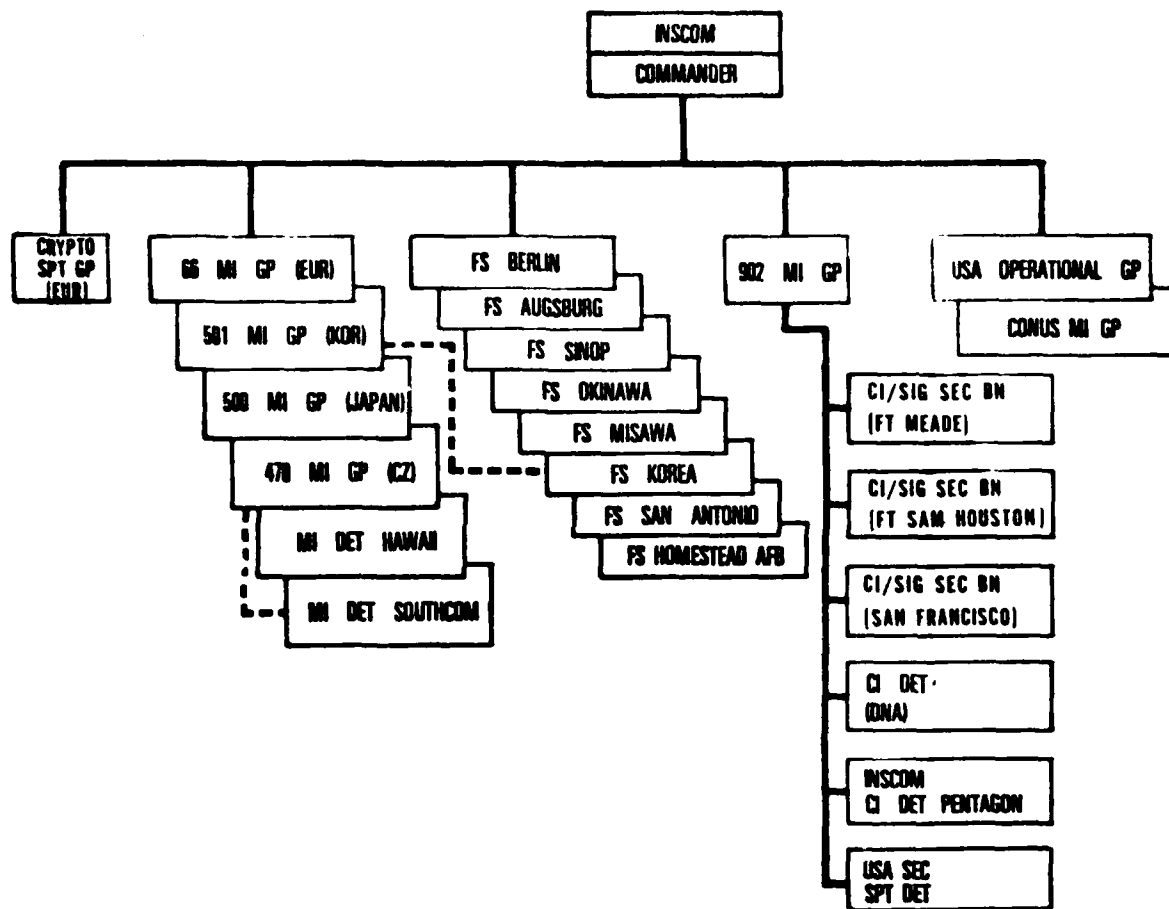
- o Operates a Cryptologic Records Center which is the US Army Repository for SIGSEC, special intelligence, and SIGINT files.

- o Designs, operates, and maintains the INSCOM portion of the Project ASSIST computer facilities and initiates planning and procurement requirements for associated ADP equipment and communications devices.

- o Plans, designs, develops, operates, and maintains, the INSCOM portion of the Intelligence Data Handling System (IDHS), to include the Worldwide Military Command and Control System (WWMCCS)-related IDHS in the Army Operations Center (AOC).

- o Represents the ACSI, DA, when appropriate, on study advisory groups, special task forces and special study groups associated with Army planning, studies, materiel acquisition, and combat development activities.

Figure 1-3
Organization of Army Intelligence and Security Command



(c) Army Communications Command (USACC).

1 Mission. The mission of the CG, USACC, who is a major Army commander of the Department of the Army, is to:

a Provide those portions of the Defense Communications System assigned to the US Army.

b Provide all Army communications above corps level not assigned by HQDA to other commands and agencies.

c Provides base communications to overseas Army component commanders and to all CONUS installation commanders when not assigned by HQDA to other commands and agencies.

d Provide all Army air traffic control (ATC) systems, excluding those assigned to divisions.

e Conduct combat developments for the Defense Communication System (DCS) Army, and Army ATC systems and other development activities for base communications and assigned Army communications.

f Command organizations, installations, and activities as assigned by HQDA.

2 Functions. The CG, USACC, has principal responsibility for the following functions, unless HQDA modifies or assigns portions to another commander:

a Plan, engineer, install, operate, and maintain all assigned Army communications above corps level, those portions of the Defense Communications System assigned to the US Army, base communications, and Army ATC facilities.

b Establish policy and criteria for the certification of Army air traffic control facilities, and for the review and approval of standard instrument approach/departure procedures. Perform flight check and certification of Army ATC facilities and personnel. Determine and validate Army requirements for flight information.

c Represent the Department of the Army with other Department of Defense, governmental, and international agencies on

noncombat air space utilization; air traffic regulation, control, and procedural matters; and flight information.

d Participate in the materiel acquisition process, and conduct on-site user testing, for systems which have principal application to USACC's assigned mission.

e Provide audiovisual support to overseas Army commanders, including transmission facilities (except Armed Forces Radio and Television broadcasting studios), in support of education, information, and entertainment radio and TV. Install and maintain outside plant television cable systems in CONUS.

f Provide centralized management for the equipment used in DCS, Army, Army ATC, and in other communications systems assigned to USACC.

g Provide communications support to unified and specified commanders during contingency and emergency operations and to State and Federal agencies during civil disturbance or natural disaster operations.

h Provide the communication interface between the DCS and the senior US Army headquarters in a theater.

i Provide and manage the acquisition and installation of telecommunications systems in overseas areas in support of Military Assistance Program/Agency for International Development, and foreign governments as assigned.

j Provide and manage the Army's worldwide lease telecommunications services and facilities.

k Manage the Army Telecommunications Requirements program (TELERS).

l Provide new equipment training for equipment or systems which have principal application to USACC's assigned mission.

m Provide centralized management, development and maintenance of automated telecommunications systems software for base communications and other systems as assigned.

n Provide post deployment support for tactical

communications systems software as assigned.

o Direct and manage the operation of the Military Affiliate Radio System (MARS) Army.

p Develop the Army Telecommunications Ten-Year Plan.

q Provide retail Communications Security (COMSEC) logistics support to oversee Army Component commands and unified commands.

r Provide radio propagation technical services to the military services and other Government agencies and perform radio field spectrum measurements, radio frequency hazard surveys, and radio propagation path surveys.

s Exercise management as Functional Chief of the Army Civilian Career Program for Communications.

t Implement and administer that portion of the DOD electromagnetic compatibility program assigned to Army.

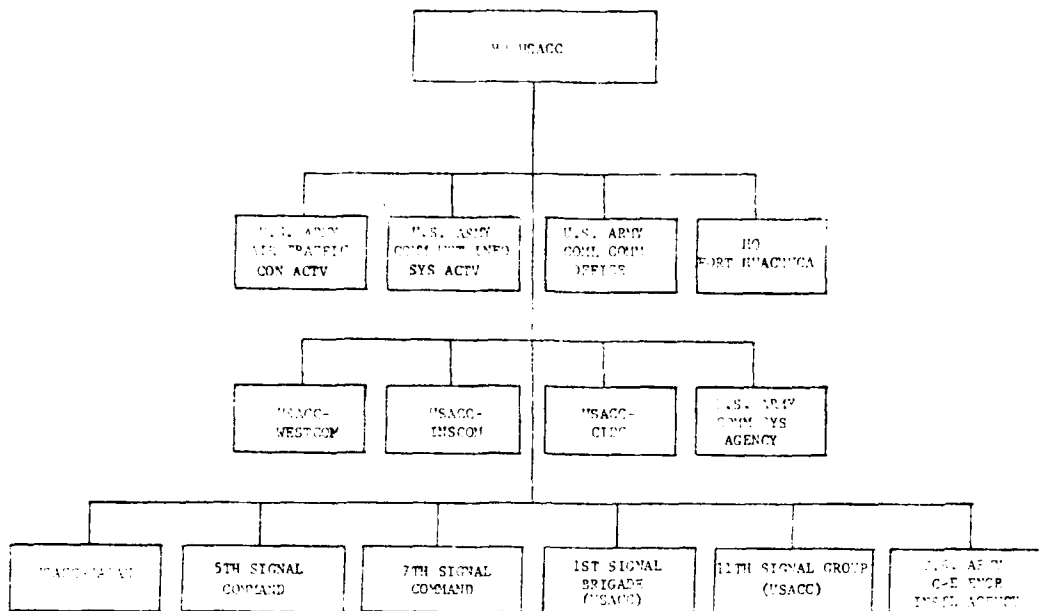
u Management of frequency and call sign assignments for the Army.

v Provide the principal Army members to the Joint Methods and Procedures Panel and to the Joint Calls Signs Panel of the US Military Communications-Electronics Board (MCEB).

w Develop and administer the Army Spectrum Management Master Plan (ASMMP).

x Plan, program, allocate, establish policies for, and supervise the use of resources for accomplishing USACC basic and support missions, functions, and responsibilities. Budget and fund for financial resources as specified in the AR 37 series.

Figure 1-4
Organization of Army Communications Command



(d) Military Traffic Management Command (MTMC).

i Mission and general responsibilities. The Commander, MTMC will---

a Within the mission of MTMC, provide transportation planning support to the Organization of the Joint Chiefs of Staff, the unified and specified commands, the Military Services, and the DOD agencies in support of the plans of the Joint Chiefs of Staff and other military operations as required.

b Provide traffic management and common-user and commercial ocean terminal support for assigned functions and responsibilities to the DOD components as required.

c Develop, establish, and operate an integrated transportation information data system to support the mission of the agency.

d Develop plans to assure the efficient use and control of military-owned and commercial CONUS land transportation resources and capabilities made available to the DOD under mobilization or other emergency conditions.

e Receive, consolidate, and analyze total overseas passenger and cargo requirements from the DOD components to determine CONUS transportation and terminal capability needed to satisfy the requirements. Advise the OJCS, and other appropriate DOD components, of insufficient CONUS transportation and CONUS ocean terminal capabilities with recommendations to the OJCS for appropriate actions when requirements exceed capabilities.

f Provide for diversions of passenger groups or release unit cargo within CONUS between modes of transportation, to a CONUS port of embarkation other than that originally intended, or to intransit storage in the case of cargo. However, no diversion is to be made without the concurrence of the shipper service or shipper agency.

g In cooperation with MAC, perform analytical studies of air passenger travel patterns within CONUS and make recommendations to the Secretary of Defense regarding improvements in passenger traffic management and relationships between CONUS and international air passenger movements. Such studies shall be performed on an annual basis by fiscal year and shall be cumulative in nature. The Military Departments shall be afforded an opportunity to review the study report prior to its submission and their comments and/or concurrences shall be forwarded with the report.

h In coordination with the DOD components concerned, develop and administer the DOD cargo loss and damage reporting and analysis system and provide data outputs to such DOD components for the purpose of determining trends, pinpointing weaknesses, prosecuting claims, and developing programs to prevent loss and damage.

i Control the use of and, as directed by the Secretary of Defense, operate military-owned CONUS land transportation resources required to supplement the capability of commercial transportation carriers when the land transportation resources of commercial transportation carriers operating within the CONUS are inadequate to meet military requirements.

j Command overseas Army terminal units providing terminal service in overseas areas in support of the Department of the Air Force and other agencies as assigned.

k Provide world-wide traffic management for the

Department of Defense Household Goods Moving and Storage Program. Develop uniform DOD regulations governing all traffic management and related aspects of the DOD household goods moving and storage program so as not to require further implementation by separate military service regulations.

l Command and operate, or arrange for the operation of, holding and reconsignment points and other intransit control activities or installations when required for enroute shipments of cargo within the CONUS.

m Command and operate common-user military ocean terminals assigned to MTMC by the Secretary of Defense, providing such fleet support requirements to the Navy as are required by the Department of the Navy and delineated in applicable cross servicing agreements. (Assignments of command and operation of ocean terminals to either Navy or MTMC will be based upon the concept that the entire terminal operation at any one installation will be conducted by only one DOD activity.)

n Arrange for the utilization of common user military ocean terminals operated by any Military Service on a reimbursable basis. The Navy may operate common-user ocean terminals at designated tidewater installations for manifested Department of Defense cargo in accordance with interservice support agreement between MTMC and the Navy. This function may include responsibility for all manifested DOD cargo moving through the entire port complex, if in accordance with the interservice support agreement in effect between MTMC and the Navy.

o Arrange for the operation or use of commercial ocean terminals within the CONUS for the shipment of military manifested cargo.

p Control and direct the operations of military-owned railway rolling stock registered for interchange service other than that permanently assigned to intra-base or intra-plant operations, to include supply accountability and maintenance of the Defense Freight Railway Interchange Fleet.

q In coordination with affected DOD components establish the size of passenger groups and release unit cargo.

r Prescribe, under guidance of the Joint Chiefs of

Staff, the methods and format for use by the Military Services and other Department of Defense components to develop and forecast their CONUS transportation requirements by mode or modes (including the assumptions and computations on which they are based), which will assure responsiveness to their individual logistic systems, and evaluate and question, where necessary, the validity of the requirements specified.

s Develop and improve the small shipment consolidation programs and develop and improve the loss and damage prevention program.

2 Specific functions. The specific functions and responsibilities of the Commander, MTMC with respect to the various type movement operations are as follows:

a Commercial Freight and Passenger Traffic Movement between CONUS Points. The commander MTMC will---

o Provide traffic management for freight movements for all components of the DOD (except common-user transportation service procured by MAC under its Single Manager operating authority.)

o Advise and assist, by provision of adequate cost, rate and traffic data services:

oo Procurement agencies in developing the most economical sources of supply.

oo Production activities in programing the processing of raw materials and semifinished and finished products through Government-operated facilities.

oo Distribution agencies in programing the position of stocks.

oo Site selection authorities in evaluating transportation considerations in the selection of sites for plants and facilities.

oo Fiscal agencies in the development and improvement of cost data techniques.

oo Appropriate agencies as to the effect of packing and packaging costs on transportation and distribution costs and the utilization of transportation equipment.

o Determine or establish proper freight classification and freight and passenger rates, fares, charges, rules, and regulations for DOD traffic.

o Negotiate, as necessary, with for-hire commercial carriers of cargo or passengers or their rate-making agencies, for the classification, rates, fares, charges, rules and regulations to carry out the functions assigned above; and negotiate for through-bill-of-lading service with all commercial carriers except air and ocean carriers which are under the cognizance of MAC and MSC. Overall evaluation of quality of service rendered by ract air carriers and manner of use of contract service, in light of initial justifying requirements, is a function of MIMC.

o Administer the transit management program.

o Maintain surveillance of reissued freight and passenger tariffs and of tariff supplements to determine changes made which would affect the cost of moving or the routing of military traffic.

o Review all for-hire commercial carrier (freight and passenger) dockets and other proposals to determine the extent to which military traffic would be affected and the action required. (This includes, in addition to dockets and proposals issued by the Interstate Commerce Commission (ICC), dockets and notices issued by the Civil Aeronautics Board (CAB) and the Federal Aviation Administration (FAA) on rate and service matters involving movements between points in CONUS, for determination of DOD interests, and recommendations to the Assistant Secretary of Defense (Installations and Logistics) on issues to be presented before these agencies.)

o Recommend to The Judge Advocate General, Department of the Army, actions concerning DOD litigation in the transportation and traffic management areas necessary to protect or promote the interests of the DOD.

o Plan, develop, and monitor the Freight Classification Guide System.

- o Develop and maintain current transportation cost and statistical data necessary to facilitate efficient and effective performance of the functions assigned above.

- o Maintain tariff files.

- o Obtain and quote rates.

- o Determine the transportation mode and type of service required to move freight in release unit lots.

- o Arrange with carriers for the transportation required for the movement of passenger groups and release unit cargo (except common-user transportation service procured by MAC under its Single Manager operating authority).

- o Route traffic or prescribe rules, regulations, and criteria for the guidance of those assigned routing responsibilities.

- o In coordination with affected DOD components, prescribe regulations and disseminate technical instructions on the issuance and completion of transportation documentation (e.g., bills of lading and transportation requests).

- o In coordination with affected DOD components, develop and improve procedures for facilitating and assuring control and expeditious movement of traffic within CONUS (except common-user transportation service procured by MAC under its Single Manager operating authority).

- o In coordination with affected DOD components, develop and maintain uniform procedures, regulations, forms and other documents for the movement of traffic within CONUS (except common-user transportation service procured by MAC under its Single Manager operating authority).

- o In coordination with affected DOD components, develop and maintain procedures, regulations, systems, forms and other documents for monitoring enroute traffic within CONUS (except common-user transportation service which is procured by MAC under its Single Manager operating authority).

- o Advise, as required, affected DOD components

with respect to status of enroute traffic within the CONUS.

- o Based on evaluated requirements submitted by the DOD components, prepare long and short range forecasts of CONUS transportation and ocean terminals' requirements and match them with capabilities of CONUS transportation and ocean terminals. In accordance with procedures established by the OJCS, submit requirements and capabilities to the OJCS together with recommendations, as appropriate, to assure a proper balance.

- o In coordination with other affected DOD components, establish specific cargo movement procedures to be followed by the DOD components in requesting routing and release of cargo for movement within the CONUS.

- o In coordination with other affected DOD components, establish specific movement procedures for passenger groups and units for movement within CONUS.

- o Arrange for and manage the flow of passenger groups and units and cargo from point of origin to point of destination within the CONUS. This responsibility excludes cargo movements made on airlift services procured by MAC. Unit moves within CONUS under the auspices of a unified or specified command will be arranged in accordance with instructions of that command.

- o Perform analytical studies of all passenger travel patterns of domestic movements within the CONUS and make appropriate recommendations to the Secretary of Defense regarding improvements in passenger traffic management.

- o Maintain cognizance of, and take appropriate action on, problems of commercial leave travel of military personnel within CONUS.

- b CONUS outbound air passenger traffic (other than JCS-directed deployments or training exercises). The Commander, MTMC will---

- o Based on space assignments made by MAC, receive specific reservation requests from the Army, and receive copies of reservation confirmations from MAC for all oversea passengers and port call Army passengers.

o Receive requests from the Military Services and other DOD components for desired departure dates and required arrival dates at aerial ports of embarkation of passenger group moves, and plan, program and manage the flow of CONUS-originated passenger groups to appropriate air terminals.

o Make necessary arrangements, in accordance with OJCS procedures for air or land transportation of units between inland CONUS points and the aerial ports of embarkation, and advise the Military Services and other DOD components of the transportation mode, the particular carrier within a mode, or the particular charter to be used, as appropriate, as well as the time and place from which the CONUS portion of the travel will originate.

o Participate with MAC in the selection of routes for commercial service other than chartered flights.

o CONUS outbound ocean passenger traffic (other than JCS-directed deployment or training exercises). The Commander, MTMC will---

oo Based upon space assignments made by MSTs, receive specific reservation requests from the Army and Air Force and copies of reservation requests from the Navy and Marine Corps.

oo Advise MSC of Army and Air Force passenger identifications. Port call Army and Air Force passengers.

oo Provide temporary accommodations of ocean passengers when passenger arrivals at ocean terminals do not coincide with ship availability.

oo Receive requests from the Military Services and other DOD components for desired departure dates and required arrival dates at ocean ports of embarkation of passenger group moves and plan, program, and manage the flow of CONUS-originated passenger groups to and through appropriate ocean terminals.

oo Make necessary arrangements, in accordance with OJCS procedures for air or land transportation of units between inland CONUS points and the ocean terminals, and advise the Military Services and other DOD components of the transportation mode, the particular carrier within a mode, or the particular charter

to be used, as appropriate, as well as the time and place from which the CONUS portion of the travel will originate.

oo Provide or arrange for, with respect to passengers at ocean terminals, information and services as required or requested.

o CONUS movement of outbound air cargo (other than DCS-directed deployment or training exercises). The Commander, MTMC will---

oo Select the CONUS mode of transportation for release unit shipments that will be responsive to the priority and the delivery date that the DOD component has established. The use of either air or surface movement from CONUS to overseas may be questioned by MTMC.

oo Provide for diversion of outbound air cargo within CONUS between transportation modes, to intransit storage, or to a CONUS port of embarkation other than that originally intended. However, no diversion is to be made without concurrence of the shipper Service or shipper agency. When cargo cannot be cleared for movement to an aerial port of embarkation, provide timely advice to the shipper as prescribed by military standard transportation and movement procedures (MILSTAMP).

oo Acting as the point of contact between the sponsoring agency and the airlift system, perform the following Airlift Clearance Authority (ACA) functions as prescribed by MILSTAMP:

- Control the movement of air eligible cargo into the airlift system.

- Arrange for diversion of cargo as conditions require in coordination with the shipper Service. However, no diversion is to be made without the concurrence of the shipper Service or agency affected.

- Initiate necessary corrective action with the shipper Service on discrepancies in documentation and shipment identification.

- Furnish the terminal operator with an

advance Transportation Control and Movement Document (TCMD) for each shipment unit prior to shipment arrival.

- Monitor retrograde cargo requiring onward movement from the aerial port of debarkation (APOD) to assure shipment to the ultimate consignee.

- Respond to requests for movement information, expediting services (including expedited handling shipments - RDD Code "999"), and tracer action.

- Coordinate the movement of classified and/or courier materiel. When classified materiel is diverted to surface transportation, the ACA will insure that shipment is properly coded and documented.

- oo Operate military Air Traffic Coordinating Offices (MATCO) at the CONUS aerial ports of embarkation to perform on behalf of all shipper Services and agencies those ACA functions requiring physical presence at the air terminals. Each MATCO will be jointly staffed. In addition, shipper Services or agencies may have logistic officers at the CONUS aerial ports of embarkation to take necessary corrective action on cargo packaging, to advise the MATCO with respect to diversions, to identify to MAC or MATCO, as appropriate, materiel which should be moved promptly to meet specific service requirements, and to inspect their service shipments received directly from vendors. However, these representatives will not perform MATCO Air Clearance Authority functions; conversely, MATCO will not perform functions assigned to the Service Logistic Officer unless requested to do so by the shipper Service or agency concerned. Similarly, the MATCO will not duplicate the responsibilities of MAC for air terminal operations, nor will MAC duplicate the airlift clearance functions of MTMC within the United States.

- o CONUS movement of outbound ocean cargo (other than JCS-directed deployment or training exercises). The commander, MTMC will---

- oo Select the CONUS mode of transportation for release unit shipments that will be responsive to the priority and the delivery date that the DOD components has established. The use of either air or surface shipments from CONUS to overseas may be questioned by MTM.

oo Provide for diversion of outbound ocean cargo within CONUS between transportation modes, to intransit storage, or to a CONUS port of embarkation other than that originally intended. However, no diversion is to be made without concurrence of the shipper service or shipper agency. When cargo cannot be cleared for movement to an ocean port of embarkation, provide timely advice to the shipper as prescribed by MILSTAMP.

oo Provide traffic management and terminal service incident to the CONUS movement of DOD-sponsored freight/cargo through common-user military and commercial ocean terminals, to include routing via the inland carrier, releasing and control of the input and flow into the terminal, and processing through the ocean terminal. MTMC services will be in accordance with program and operational requirements of the DOD components. The foregoing does not modify Navy responsibilities for control over movements within the tidewater installation of fleet support cargo to be lifted via fleet ships.

oo Control the flow of DOD-sponsored traffic into ocean terminal facilities through the offering, acceptance, and release procedures.

oo Make cost evaluations, ascertain port-handling capability, select port, offer cargo for booking by MSC, call cargo forward to designated terminal facilities, provide terminal operator(s) with shipment data, and issue appropriate export release with due dates, rate, route, and tariff or tender information.

oo Operate designated common-user ocean terminals. This function includes responsibility for all manifested DOD cargo moving through the entire port complex and for any fleet support requirements set forth in cross-servicing agreements in effect between MTMC and the Navy.

oo Establish and command outport detachments or other subordinate activities, as required; or through cross-servicing agreements or contracts, execute MTMC terminal service operations incident to the trans-shipment of DOD cargo through commercial ocean facilities.

oo For release-unit freight, determine specific inland mode and carrier, and ocean terminal based on lowest

landed cost within priority and delivery data limitations and operational requirements established by the appropriate DOD components.

- oo Provide or arrange for terminal service to include receipt, transit storage and marshaling of cargo, loading and discharge of ships, and preparation of required documents.

- oo Supervise, direct, and control operations, staffing, and physical plant of assigned terminal facilities and activities.

- oo Offer cargo to MSC for booking and accept satisfactory bookings, provide traffic information essential to MSTs planning and operations, serving as the single point of contact with MSC in regard to booking of DOD-sponsored manifested export cargo.

- oo Provide movement information, tonnage on hand awaiting lift, and expediting services and tracer action for the DOD components as required.

- oo Provide or arrange for recooling, repacking, and marking service as required for cargo in transit and report discrepancies to DOD components for future correction.

- oo Correct, or provide for correction of, and report discrepancies to DOD components for future correction.

- oo Correct, or provide for correction of, and report discrepancies to applicable DOD components in documentation and Technical Order violations, to include preparation of mechanized TCMDs when required.

- oo Arrange for shipment of retrograde cargo requiring onward movement from ocean terminals to inland points.

- oo Furnish each DOD component copies of required documents covering all of their sponsored export cargo moved via MSC.

- oo Perform the Water Terminal Clearance Authority functions as prescribed by MILSTAMP.

- oo Develop and maintain a terminal selection guide for use by CONUS shipping activities in routing less than

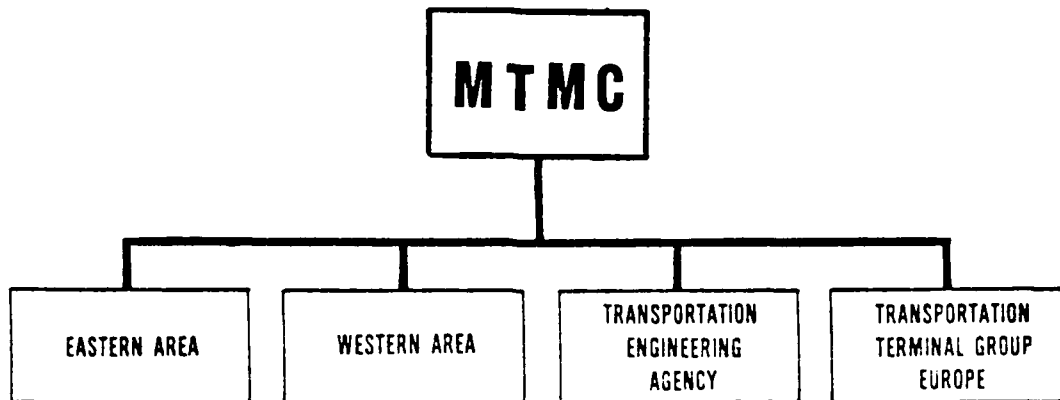
release unit shipments to CONUS ports of embarkation in accordance with MILSTAMP requirements.

- o Overseas JCS-directed deployment and training exercise. The commander, MTMC will---

- oo Participate in the planning cycle as it affects the mission of MTMC.

- oo Prepare and submit CONUS transportation plans to JCS in support of JCS deployments and training exercises.

Figure 1-5
Organization of Military Traffic Management Command



(e) Army Criminal Investigation Command (CIDC).

1 Mission. The mission of the CG USACIDC, who is a major Army commander of the Department of the Army is: to conduct and control all Army investigations of serious crimes, and less serious crimes upon request or as necessary to effect Army law enforcement; to provide CID services to all US Army elements; and, as directed by the Chief of Staff, Army or higher authority, to conduct sensitive or special interest investigations and to provide or conduct protective service operations for DOD and DA.

2 Functions. The CG USACIDC has principal responsibility for the following functions, unless HQDA modifies or assigns portions to another command.

a Command and manage the USACIDC and such other organizations and functions as may be assigned.

b Supervise and control the utilization of the polygraph in the CID program, to include coordination of polygraph matters both within the Department of the Army and with external agencies.

c Report incidents or situations to the Secretary of the Army, Chief of Staff, Army, field commanders, and agency heads, as appropriate, to keep them aware of matters within their

area of interest and to obtain appropriate assistance on matters within their control.

d Keep the Secretary of the Army fully advised on all sensitive and other important criminal investigations.

e Control the release of information from criminal investigation records and investigations in progress.

f Prepare and distribute reports of criminal investigations.

g Effect statistical reporting and prepare analyses of information received from criminal investigations.

h Receive, analyze, correlate, and disseminate criminal information.

i Operate the following:

o Criminal investigation laboratories.

o Crime records center (Army office of record and holding files).

j Plan for and conduct protective service operations for DOD and DA as directed.

k Conduct the personnel accreditation and certification program for determination of suitability/acceptability of individuals applying for entry into the CID program as outlined in AR 195-3.

l Provide technical criminal investigative advice and information in support of CID training requirements.

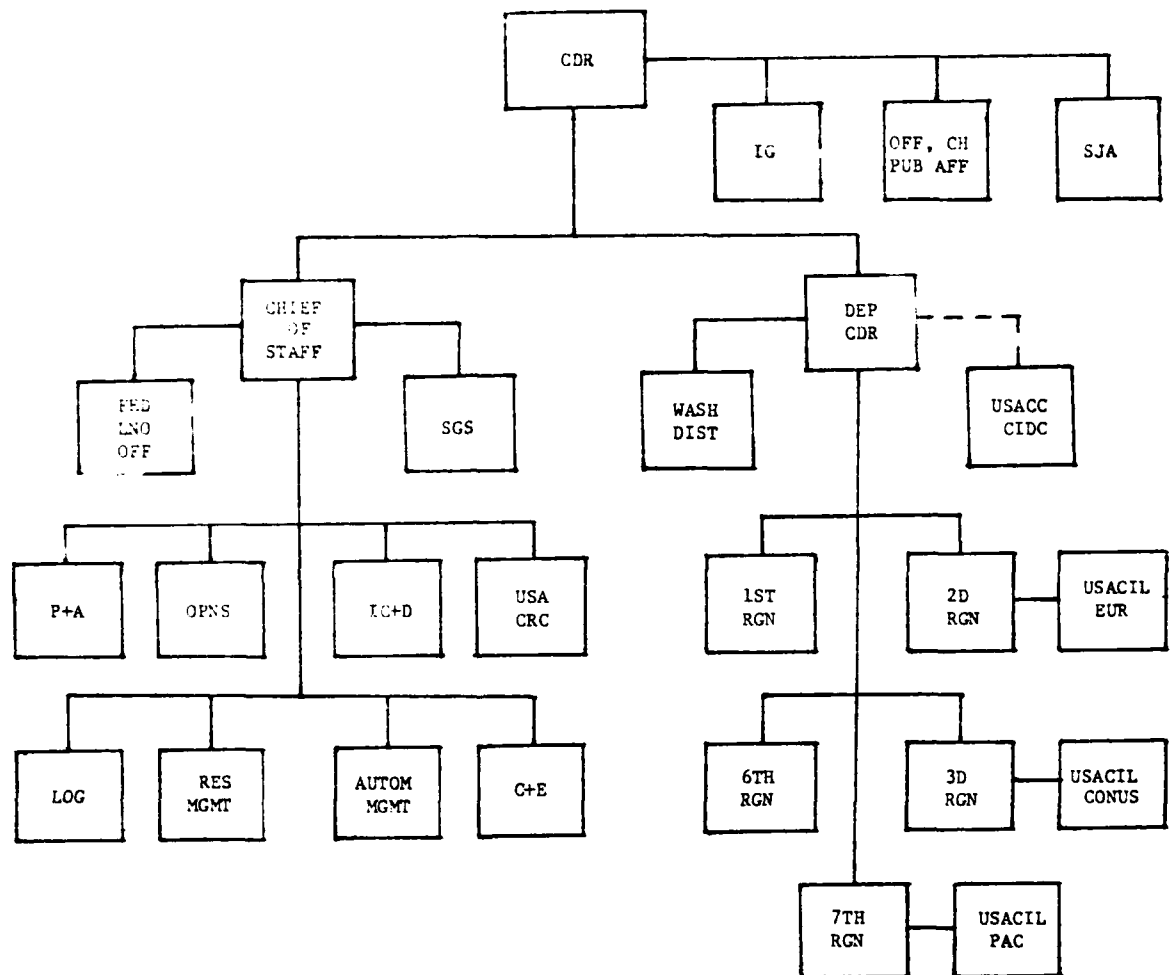
m Plan, coordinate, develop, and establish CID standards, procedures, and policies.

n Provide complete and legally sufficient investigative reports to appropriate commanders.

o Establish requirements and procedures for officials of HQ USACIDC, and commanders and special agents in charge of

USACIDC investigative elements, to establish and maintain liaison and coordination with Army commanders and their staffs, and with Federal, State, and local law enforcement agencies within the USACIDC areas of responsibility to insure effective exchange of information on matters of mutual interest.

Figure 1-6
Organization of Criminal Investigation Command



(f) Military District of Washington (MDW).

1 Mission. The mission of the CG, MDW, who is a major Army commander of the Department of the Army, is to—

a Command all US Army troop units located within the assigned geographical area except those expressly assigned by HQDA to another command or agency.

b Command subordinate installations and activities as assigned by HQDA; plan, program, coordinate requirements for, and supervise use of resources for accomplishing MDW basic and support missions, functions, and responsibilities; budget and allocate financial resources; and provide base operation and other support to Department of the Army, Department of Defense, or other Government activities which are tenants of, or satellited on, MDW installations for such support.

c Plan for and execute those missions peculiar to the needs of the seat of Government, as assigned by HQDA, and provide for the security and defense of designated DOD facilities.

2 Functions. CG, MDW has principal responsibility for the following functions, unless HQDA modifies or assigns portions to another commander.

a Provide administrative support, including military justice, to all Army activities and troop units located within the area of geographical jurisdiction unless specifically assigned to another command or agency, or excluded by HQDA.

b Support the Commanding General, US Army Forces Command, and/or other Governmental agencies in civil defense, other domestic emergencies, and contingency plans.

c Participate in developing and maintaining inter-Service and intra-Service support, and agreements thereto, as assigned by HQDA.

d Plan and recommend Army force requirements for assigned White House support missions, to include responsibility for coordination with other Services and Federal agencies concerned.

e Organize, train, and equip units and individuals

to perform assigned missions and functions; assure the combat readiness of, and when directed, deploy assigned combat and/or support forces.

f Coordinate military participation in ceremonies involving visiting foreign dignitaries; act as DOD executive agent in coordinating joint military participation in ceremonies and public events in the NCR and elsewhere within the Continental United States when directed; coordinate and support all military funerals in the NCR of deceased US Army personnel and other funerals as may be directed by higher authority; plan and conduct State funerals throughout the Continental United States when directed; and secure the Tomb of the Unknown Soldier.

g Provide aviation support for officials in the US Government, as directed by HQDA, and provide aircraft and personnel in support of combat readiness flight proficiency for attached Army aviators to include maintenance of flight records.

h Provide transportation services to Army elements within the area of geographical jurisdiction; provide DOD bus transportation services; and provide transportation services to the White House as directed.

i Provide joint personal property shipping services for Department of Defense military and authorized civilian personnel within the geographical area prescribed in appendix F, DOD 4500.34-R, Personal Property Traffic Management.

j Program and provide military family housing and bachelor quarters services to Army personnel assigned duty within the area of geographical jurisdiction.

k Provide finance and accounting services to Army and Defense agencies located in the area of geographical jurisdiction and to other designated commands and activities.

l Provide audio-visual management and support as directed by HQDA; provide assistance to HQDA and MACOM for determining and evaluating requirements for audio-visual resources; administer the Army Audio-Visual Documentation Program; and, maintain and operate the Army Still Photographic Records Center.

m Conduct physical security surveys for HQDA

agencies within the area of geographical jurisdiction and review annually each building security program.

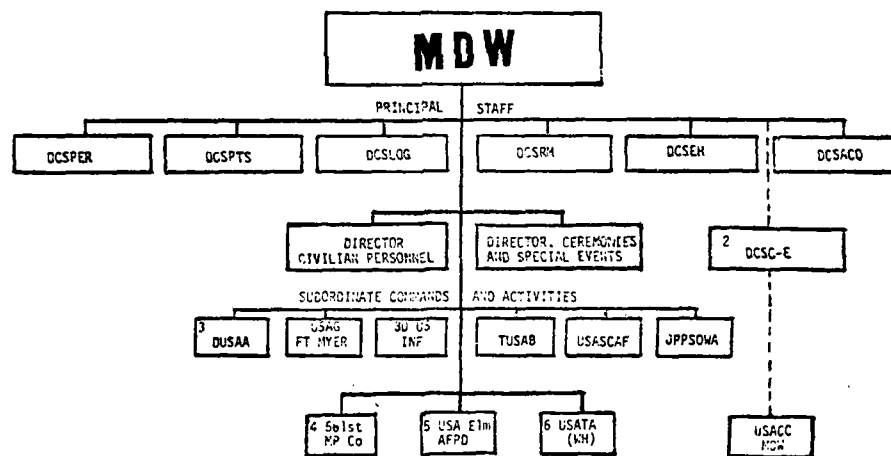
n Provide common support functions to include civilian and military personnel administration, personnel security, SF 138 (Federal Emergency Assignee Identification Card), and building passes to designated Army staff agencies, staff support agencies, field operating agencies, and other personnel as directed by the Chief of Staff, Army.

o Administer and manage the Equal Employment Opportunity Program for the DA civilian workforce assigned to the Army Staff, its staff support agencies in the NCR and other field elements as assigned. Conduct race relations and equal opportunity training for the Army Staff and designated staff support field operating agencies.

p Provide administrative support for the Deputy Chief of Staff for Personnel, Department of the Army, Special Review Board.

q Provide casualty administration and funeral escorts burial

Figure 1-7
Organization of Military District of Washington



----- Operational Control

1. Dual position: The DCSLOG is also the Post Commander, Cameron Station.
2. Assigned to USACC; under operational control of CG, MDW. The DCSC-E is also the Commander, USACC-MDW.
3. The Commander of DUSAA also serves as the MDW Aviation Staff Officer.
4. Under administrative control of USAG Fort Myer.
5. Under operational control of the Commander, Armed Forces Police detachment; under staff supervision of DCSPTS.
6. Under operational control of the Director of the White House Military Office.

(g) Army Forces Command (FORSCOM).

1 Mission. The missions of the CG, FORSCOM, who is a major Army commander of the Department of the Army, are to---

a Serve as Commander in Chief, United States Army Forces, Readiness Command (USCINCARRED) and, for planning purposes, serve as the Commander in Chief, United States Army Forces, Atlantic (CINCARLANT).

b Command the numbered Continental United States Armies (CONUSA) and all assigned Active Army and United States Army Reserve (USAR) troop program units in CONUS, the Commonwealth of Puerto Rico, Alaska, the Virgin Islands of the United States, and the Canal Zone; and supervise the training of the Army National Guard (ARNG).

c Organize, equip, station, train, and maintain the combat readiness of assigned units, with priority to those units planned or programmed in support of contingency plans and in accordance with the DA master priority list.

d Provide, through assigned installations, administrative, logistical, and other support and services to elements and agencies of the Department of the Army, Department of Defense, and such other Government agencies as are tenants or are designated satellites of FORSCOM installations.

e Plan for and execute assigned domestic emergency missions. These missions include peacetime emergencies and those resulting from general war.

2 Functions. The CG FORSCOM has principal responsibility for the following functions, unless HQDA modifies or assigns portions to another commander:

a Army Component commander. Functions as the DA coordinating authority in support of deployment plans and operations of the Commander in Chief, US Readiness Command (USCINRED) and the contingency plans and operations of the United States Forces, Atlantic (CINCLANT). Provides the DA single point of contact for USCINRED and CINCLANT for the planning and provision of administrative and logistical support of US Army forces under operational command of the respective unified commander. Performs or

provides for Army component functions of United States Southern Command (USSOUTHCOM) and Alaskan Command (ALCOM).

- o As USCINCARRED, provides a general reserve of combat-ready forces to USREDCOM as directed by JCS and as provided for in current DA directives; plans for and provides forces for the reinforcement and other unified commands as directed by the USCINCRD; provides forces to joint training exercises; and assists in the development of joint doctrine and concepts.

- o As CINCARLANT, provides Army component planning assistance to CINCLANT and, when directed by Chief of Staff, US Army (CSA), provides Army forces to United States Atlantic Command.

- o Army component functions for USSOUTHCOM and ALCOM are carried out by FORSCOM subordinate units, 193d Infantry Brigade for USSOUTHCOM and 172d Infantry Brigade for ALCOM.

b Major Army Commander.

- o Organizes, stations, equips, and trains assigned US Army units to insure their readiness for assigned missions.

- o Supervises the application of unit training criteria, standards, and evaluation methodology to all assigned and attached Active Army and USAR units; establishes training criteria for and provides advice and assistance in the training of the ARNG.

- o Provides troop unit-support to Army service schools, Army training centers, and ROTC encampments as mission priorities permit and as requested by and coordinated with the appropriate commander.

- o Provides intelligence support to senior and subordinate headquarters under the provisions of applicable DA plans and regulations.

- o Acts as the DA executive and coordinating authority for the following listed functions, within guidance and direction of HQDA.

- oo Plans and prepares to conduct operations for CONUS defense (less aerospace defense), the military support of

civil defense, survival and reconstitution activities related to CONUS defense, and chemical and nuclear accident and incident control.

- oo Plans for and executes specified tasks with geographical orientation, including support of civil authorities and field operating agencies of the Chief of Engineers, for domestic emergencies or natural disasters, support of other programs oriented toward the civilian populace, and support of other Federal agencies.

- oo Prepares and executes plans for mobilization of Army Reserve component units within CONUS, the Commonwealth of Puerto Rico, the Virgin Islands of the United States, Alaska, and in accordance with Volume II of the Army Capabilities Plan.

- o Identifies the FORSCOM units in which individual training will be conducted in the AIT-in-Unit and OJT programs as directed by HQDA and coordinated with HQ TRADOC, and supervises the conduct of this training.

- o Supervises the conduct of in-unit training and non-unit Ready Reserve personnel who are assigned or attached to Active Army or USAR units of FORSCOM or to ARNG units for annual training or duty.

- o Operates the CONUS troop staging facilities.

- o Provides broad supervision of the Army Reserve Technician Program.

- o Budgets, and funds for the support provided to Army Reserve component units.

- o Supervises FORSCOM installations to insure that full and equitable support is provided, on an area support basis, to all assigned and attached units and activities, and all tenants and authorized satellite activities.

- o Monitors the distribution of FORSCOM resources that are centrally managed by HQDA and its agencies, and becomes involved in centrally managed distribution systems only to the extent necessary to correct basic deficiencies or adjust overall priorities.

- o Participates in combat developments and materiel developments when designated by HQDA as the user of materiel being developed or when the combat readiness and mobility of assigned troop units are affected; provides advice, assistance, and support to the commanders of Army Materiel Command, TRADOC, and HSC, and to DA and DOD agencies; and as directed, supports field experiments, field evaluations, development tests, and operational tests.

- o Maintains the DA master files of standard unit movement data and standard unit reporting procedure for Army units to support the planning and operations requirements of the Army Capabilities Plan and Joint Operations Planning System.

- o Maintains the DA master data file of standard equipment characteristics (dimensions, weight, and cube) for Army TOE equipment.

- o Provides, by attachment, as requested by other major Army commanders, for the exercise of court-martial jurisdiction and the general administration of military justice to include related administrative actions and nonjudicial punishment, over units, activities, and personnel located on FORSCOM installations, and over US Army personnel located at other CONUS installations and activities. The commander, who will exercise jurisdiction, is authorized to publish necessary orders announcing attachment to his command.

- o Assist the Commanding General, US Army Military District of Washington as required in executing his responsibility to plan, arrange for, and execute all state funerals within CONUS.

- o Operates the Army Explosive Ordnance Disposal Program in CONUS.

- o Directs the Army-wide competitive marksmanship program.

- o Provides resources, within availability, to the field operating agencies of the Chief of Engineers as required for carrying out his statutory responsibilities and assigned emergency missions including responsibility for providing assistance during natural disasters.

- o Conducts general and special inspections of ARNG and USAR units, US Property and Fiscal Offices, and State Maintenance Offices within CONUS, the Commonwealth of Puerto Rico, the Virgin Islands of the United States, Alaska, and Hawaii.

- o Collects, processes, and transmits data reported under the Joint Reporting Structure on all organizations assigned to FORSCOM and TRADOC.

- o Operates a data processing installation in support of the World-wide Military Command and Control System (WWMCCS).

- o Conducts the FORSCOM procurement program as a head of procuring activity (HPA).

- o Provides Army Air Defense forces to CINCONAD as directed by the CSA.

- o Supervises and directs the operation of assigned Army National Crime Information Center terminals to provide support within geographical areas.

- c The Commander of USAR, and Supervisor of Army National Guard Training Activities. Through the CONUSA and other appropriate commanders---

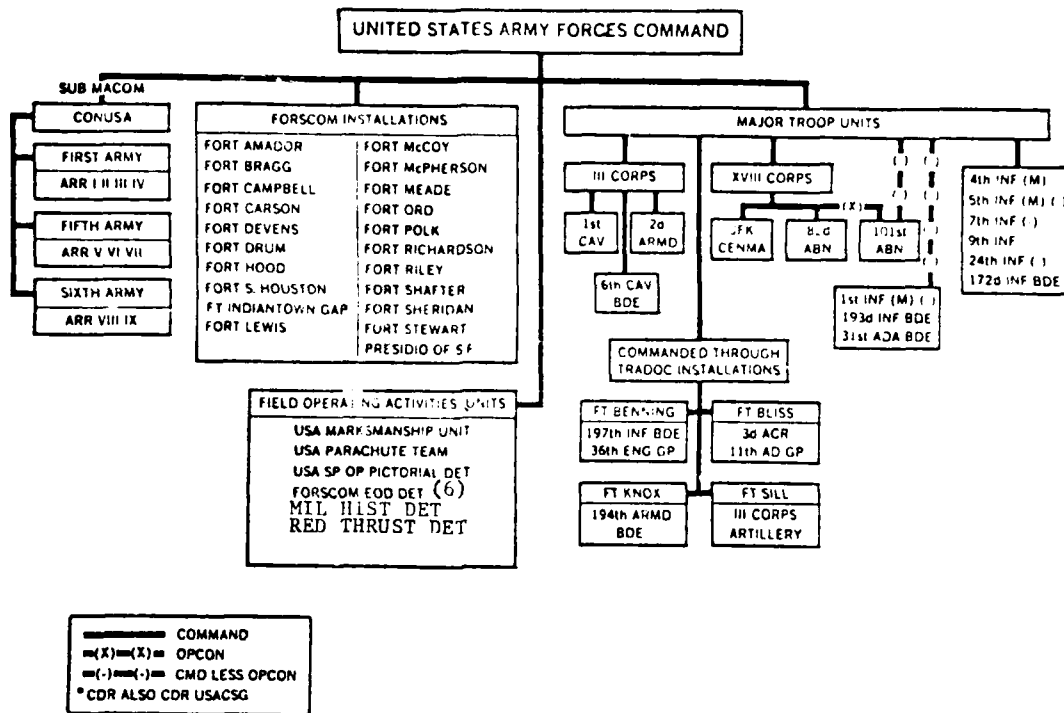
- o Commands the USAR Troop Program units not otherwise assigned by authority of HQDA.

- o Supervises and inspects the training of the ARNG.

- o Executes domestic emergency plans and operations.

- o Coordinates specified civil-military programs.

Figure 1-8
Organization of Army Forces Command



(h) Army Training and Doctrine Command (TRADOC).

1 Mission. The mission of the CG TRADOC, who is a major Army commander of the Department of the Army, is to—

a Develop and manage training programs and supervise the training of individuals of the Army and authorized foreign nationals.

b Conduct all combat developments not assigned by HQDA to other commands and agencies and, as the Army's principal combat developer, guide, coordinate, and integrate the total combat development effort of the Army.

c Command organizations and installations as assigned by HQDA and, through assigned installations, provide

administrative, logistical, and other support services to elements and agencies of DA, DOD, and other Government agencies which are tenants or designated satellites of TRADOC installations.

2 Functions. The CG TRADOC has principal responsibility for the following functions, unless HQDA modifies or assigns portions to another commander:

a Individual training.

o Receives, processes, equips, and trains all personnel from the time of their entry into the Active Army until they are assigned by HQDA to initial duty command.

o Receives, processes, equips, and trains Reserve Enlisted Program personnel assigned to TRADOC training centers for initial training.

o Manages the principal Active Army school system, including command of the Command and General Staff College, Army branch schools, Army specialist schools, officer candidate schools, and other special schools; through the CONUSA, exercises operational control of USAR schools (except Intelligence Training Army Area Schools (ITAAS)), training divisions (less maneuver training commands), and training brigades, and assumes command of designated USAR units upon arrival at their mobilization station. (The Army War College, Army Medical Department professional training, medical specialist and technician training, Judge Advocate General's Corps professional training, and certain specialist training related to intelligence and logistic activities are not under CG TRADOC.) CG TRADOC has administrative responsibilities for supervision, management, operation, control and funding of the Defense Language Institute and the Defense Information School.

o Programs US Army student input and acts as principal Army agent for participating in specialist training conducted by the other Services (US Naval Explosive Ordnance Disposal School, US Naval Amphibious Schools, US Air Force Air-Ground Operations School, and others as assigned).

o Programs, manages, and supervises instruction provided by the US Army in schools and training centers of the other Services and, as required, provides Army instructional teams or advisory groups to those schools (USAF Institute of Technology, USAF

Air University, US Naval War College, USAF Air Ground Operations School, US Marine Corps Education Center, Combined Services Support Program School, and others as assigned).

- o Develops criteria, methodologies, and techniques for conducting and evaluating individual training of personnel in schools and in units of the Active and Reserve components of the Army, except for the technical training conducted in Army Security Agency units and Military Intelligence Detachments (Strategic) of the USAR.

- o Exercises centralized management of Non-commissioned Officer Academies and Drill Sergeants Schools of TRADOC and FORSCOM installations, to include the program of instruction (POI), TDA changes, funding, and quotas.

- o Prepares and distributes appropriate instructional materials to all Army schools, training centers, and specialist training agencies.

- o Prepares for publication and distribution programs, literature, other instructional materials, and MOS test materials for MOS training conducted in units, including on-the-job training and support of new equipment training programs for all Army components.

- o Commands and manages ROTC and National Defense Cadet Corps activities, including units and regional organizations as authorized by HQDA. Conducts national advertising and information activities in support of ROTC recruiting.

- o Provides US Army participation, as required, in international standardization programs which concern combat development activities or training and educational functions.

- o Collects, analyzes, stores, and disseminates data on per capita annual operating costs and costs of providing individual and school training, operating and maintaining facilities, and performing other assigned functions at all TRADOC installations and activities.

- o Reviews the POI of all Army schools, whether TRADOC or other command, to prevent undesirable overlap among school courses, to assure compatibility of POI with approved doctrine, and

to assure proper balance of instruction to meet the objectives of the Army school system.

- o Reviews POI for formal school courses conducted in oversea commands.

Monitors and approves POI for ARNG officer candidate schools.

- o Programs and supervises the operation of the Training Aids Center System in support of all CCNUS commands. Programs and manages the DA Graphic Training Ai and DA category I training film support Army-wide.

- o Programs and supervises the operation of assigned audiovisual support centers, and television, photographic, graphics, and audio (sound) facilities in support of TRADOC and FORSCOM, to include support of tenant and satellite activities of TRADOC and FORSCOM.

- o Provides trainer advice and assistance to HQDA and other commands regarding combat developments and related materiel and training/instructional methodologies.

- o Determines requirements for and develops the concepts of use and materiel requirements documentation for training devices.

- o Introduces approved doctrine, organizations, and new materiel into the Army's individual and unit training programs.

- o Develops and manages the TRADOC portion of the Army-wide Training Literature Program, to include unit training literature, and maintains liaison with HQ FORSCOM to insure the compatibility of Army-wide training literature with current unit training needs and programs.

- o Develops Army-wide training ammunition allowances, to include training on missiles and missile support equipment, and recommends training allowances for new ammunition items.

- o Maintains and disseminates individual

training program data for performance analysis, current and long-range plans, budget formulation submission. Data includes training input by personnel category and training loads.

- o Solicits major Army commands and HQDA, DOD and other services for individual training requirements in TRADOC courses. Establishes training programs and controls allocation of course quotas as appropriate.

- o Provides student detachment administrative support for Army personnel attending civilian educational institutions (overseas and CONUS) less USMA faculty and AMEDD personnel.

b Combat developments.

- o Conducts conceptual and analytical studies to support the development of doctrine, materiel requirements, organizations and designated functional systems in accordance with DA force development planning guidance.

- o Provides guidance to and tasks other Army commands and agencies for their contribution to the overall combat development effort.

- o Conducts field experiments and participates in other force development tests, experiments, and evaluations conducted to support and validate concepts and studies or to support the development of doctrine, materiel requirements, organizations and functional systems.

- o Monitors development testing, participates as tasked by HQDA in operational testing of materiel systems for which US Army Operational Test and Evaluation Agency is responsible, and plans for and conducts operational testing of other designated materiel systems.

- o Develops required operational capability (ROC) documents and reviews and evaluates ROC not developed by TRADOC to ascertain whether the ROC represents a valid need for the Army.

- o Develops the US Army contribution to joint doctrine.

- o Integrates combat development proposals, rec-

ommendations, and products from the Army commands and agencies into the overall combat development effort.

- o Incorporates the products of the total Army combat development effort and other development efforts as appropriate into doctrinal and organizational literature and publishes or prepares such literature for publication.

- o Develops and promulgates doctrine for the retail portion of the Army logistic system, and for the interface between the retail and wholesale portions of the Army logistic system.

- o Prepares and recommends to Department of the Army law enforcement doctrine, materiel requirements, and standards for the Army in garrison.

c Major Army commander.

- o Supervises TRADOC installations to assure that full and equitable support is provided, on an area support basis, to all assigned or attached units and activities and all tenants and authorized satellite activities.

- o Plans, programs, allocates, establishes policies for, and supervises use of TRADOC resources for accomplishing TRADOC basic and support missions, functions, and responsibilities; budgets and funds for financial resources as specified in the AR 37 series.

- o Monitors the distribution of TRADOC resources which are centrally managed by HQDA and its agencies; becomes involved in centrally managed distribution systems only to the extent necessary to correct basic deficiencies or adjust overall priorities.

- o Assists the Commanding General, US Army Military District of Washington, as required, in execution of his responsibility to plan, arrange for, and execute all state funerals within CONUS.

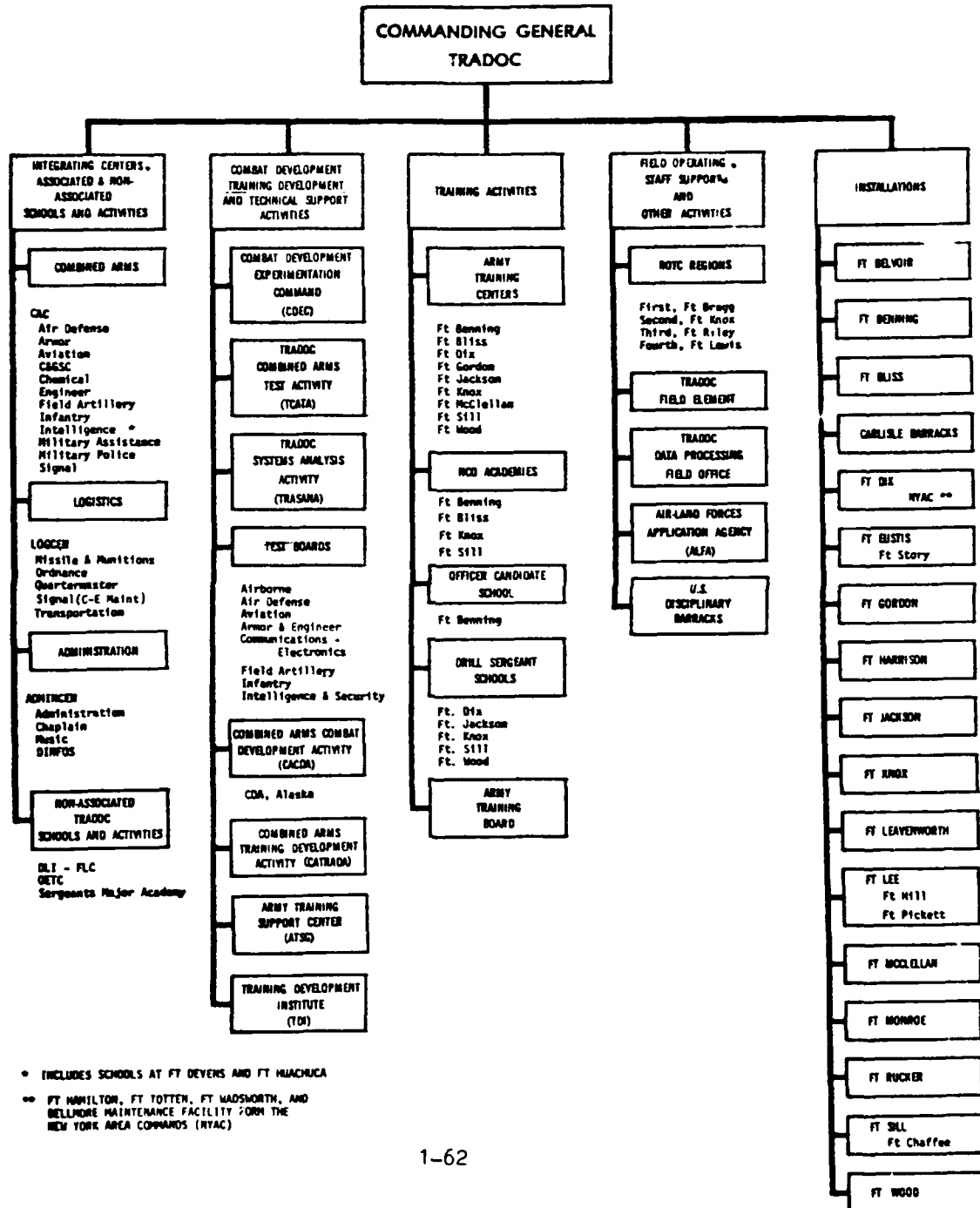
- o Provides resources, within availability, to the field operating agencies of the Chief of Engineers as required for carrying out his statutory responsibilities and assigned emergency missions including responsibility for providing assistance

during natural disasters.

- o Provides by attachment, as requested by appropriate other major Army commanders, for the exercise of court-martial jurisdiction and the general administration of military justice, to include related administrative actions and nonjudicial punishment, over units, activities, and personnel located on TRADOC installations and over US Army personnel located at other CONUS installations and activities. The commander who will exercise jurisdiction is authorized to publish necessary orders announcing attachment to his command.

- o Prepares and executes plans for mobilization in accordance with the Force Mobilization Planning Guidance, Volume II, Army Capabilities Plan.

Figure 1-9
Organization of Training and Doctrine Command



(i) Army Health Services Command (HSC)

1 Mission. The mission of the CG HSC, a major Army commander of the Department of the Army, is to---

a Provide health services for the Army in the Continental United States (CONUS), Canal Zone, Alaska, Hawaii, Johnston Island, Guam, and Trust Territory of the Pacific Islands (TTPI) and, as directed by the Chief of Staff, United States Army (CSA) for other departments, agencies, and organizations.

b Provide medical professional education and training for Army Medical Department (AMEDD) personnel and, as required or directed, of other Army personnel, members of other Services or Federal agencies, and authorized foreign national personnel within policies established by HQDA.

2 Functions. The CG HSC is responsible for the following functions, unless HQDA modifies or assigns portions to another commander.

a Command and manage such organizations, activities, and installations as the CSA may direct for accomplishing assigned missions and performing functions that are derivative, ancillary, or assigned by HQDA.

b Plan, program, budget, organize, and provide resources for operation of all HSC activities and installations, including assigned support functions.

c Conduct medical combat development activities within the parameters and guidance provided by CG TRADOC, conduct other medical development activities as assigned by HQDA, and in coordination with CG TRADOC and HQDA develop doctrine, concepts, and systems for AMEDD units in the field.

d Conduct continuing medical development and study programs (less RDTE) with objectives of improving the system of health care delivery in support of the Army in the field and for improving the organization and management of health care delivery for authorized beneficiaries worldwide. Study programs will be in accordance with AR 5-5 and other HQDA directives.

e Advise commanders at all levels, who do not have

an adequate organic medical capability, on matters concerning health services and the health of their commands.

f Plan, direct, and supervise the education and training of AMEDD officers and enlisted personnel in those health sciences pertaining to the AMEDD and Army-related health care disciplines.

g Plan and implement education and training of non-AMEDD officers and enlisted personnel in medical subjects, as required.

h Provide student detachment administrative support for AMEDD personnel attending civilian education institutions (overseas and CONUS).

i Provide medical technical assistance for unit training of non-HSC Army medical units, active or reserve, when requested by parent commands.

j Establish, for FORSCOM (CONUSA), the individual training missions to be assigned to the USAR medical training center for performance while on annual training (AT).

k Administer, supervise operations, and evaluate the AT performance of the USAR medical training center and other USAR AMEDD units that perform AT with HSC organizations; prepare and provide reports of evaluation as requested by the CONUSA.

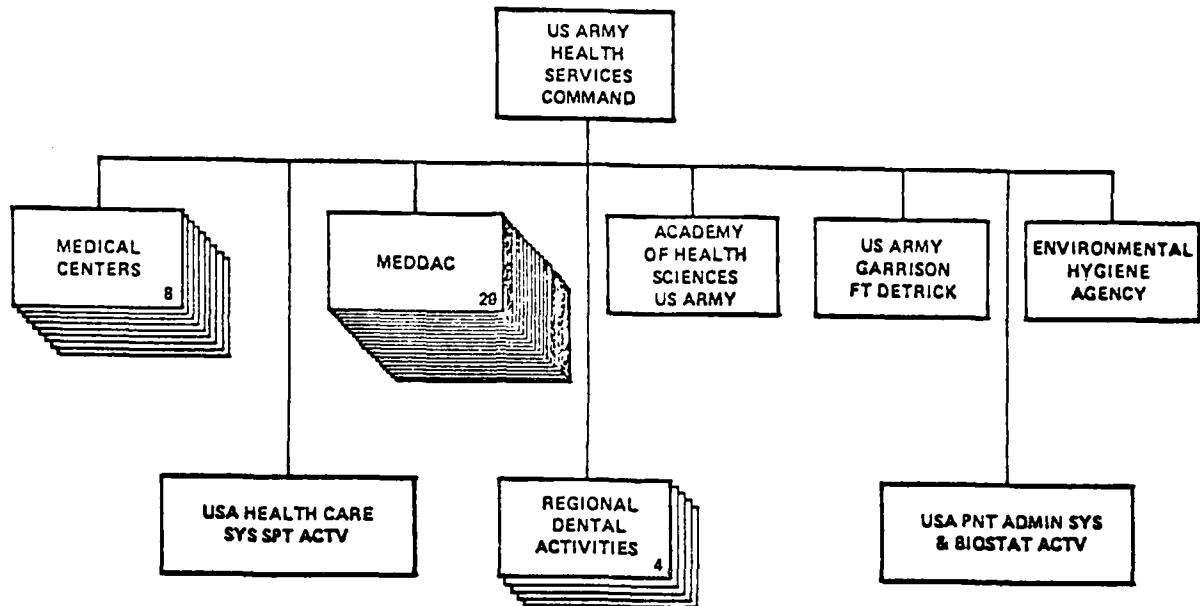
l Provide worldwide support of the health and environmental programs of the Army through consultations, supportive services, investigations, and training.

m Develop, through the US Army Health Information Systems and Biostatistical Agency, integrated study programs designed to improve the organization and management of health care delivery for the Army.

n Provide technical assistance for the implementation of the Occupational Safety and Health Act (Executive Order 11807) and the overall Army Safety Program.

o Perform technical review and evaluation of non-medical Army materiel to determine the existence of possible health hazards.

Figure 1-10
Organization of Health Services Command



(j) US Army Corps of Engineers (USACE).

1 The Chief of Engineers (COE) serves in a dual capacity as the Army's staff advisor on engineering matters and as Commanding General of the USACE. In the combined roles, he performs six distinct missions:

a Serves as principal advisor to the Chief of Staff, Army and the Army Staff on all military engineering matters. Functions are described in AR 10-5.

b Serves as principal advisor to the Secretary of the Army, through the Assistant Secretary of the Army (Civil Works) on water resources matters. Staff functions include policy development, programming, budgeting, and Congressional and interagency liaison.

c Serves as the Army's Real Property Manager, performing the full cycle of real property activities (requirements, programming, acquisition, operation, maintenance and disposal.)

d Manages and executes engineering, construction, and real estate programs for the Army and Air Force. Performs research and development in support of these programs.

e Provides specialized engineer and technical support to Facilities Engineers, Staff Engineers, and engineer unit commanders of Army commands and activities, as required. Also, provides specialized assistance to theater commanders in base development during contingency operations.

f Manages and executes assigned Civil Works programs which include research and development, planning, design, construction, operation, maintenance, and real estate activities related to rivers, harbors and waterways for navigation, flood control, shore and beach restoration and protection, hydroelectric power, water supply and conservation, water quality, fish and wildlife conservation, and outdoor recreation; administration of laws for the protection and preservation of navigable waters and related resources such as wetlands; and assistance in recovery from natural disasters.

2 Functions. The principal USACE functions in the support of the Army's military operations and missions are listed below.

a Military and Other Construction.

o Designs and constructs Army facilities in the United States and designated overseas areas. Issues engineering and construction standards for Army-wide use.

o Performs design and construction support for the U.S. Air Force on assigned projects in the United States, and for all DOD services in designated overseas areas.

- o Establishes, in consultation with using commands, contract award, beneficial occupancy and construction completion dates. Provides complete engineering and construction services to insure timely delivery of required facilities to meet mission requirements of the user.

- o Under the authority of separate interagency agreements, provides design and/or construction, or other technical services, to non-DOD Federal agencies. These include, but are not limited to, Department of Energy, Department of Housing and Urban Development, Environmental Protection Agency and the National Aeronautics and Space Agency.

- o Under the auspices of the Department of State, Agency for International Development and DOD Foreign Military Sales program, provides varying engineering and related services to foreign governments. Services range from survey and studies of limited scope and duration to a complete design and construction program, such as that performed for Saudi Arabia's military forces and, on request, civil agencies.

- b Civil Works. These functions are distinguishable from military activities. However, they provide significant and continuing technical and professional engineer capability to meet engineering requirements in support of military functions. These functions are performed under the direction and supervision of the Secretary of the Army through the Assistant Secretary of the Army (Civil Works). They include the following:

- o Planning, directing, and supervising engineering, construction, operation and maintenance, research and development, and real estate activities necessary for comprehensive water resources development including navigation, flood control, hydroelectric power production, municipal and industrial water supplies, waste water management, public recreation, shore and hurricane protection, and other beneficial purposes.

- o Administration of certain laws for the protection and preservation of the navigable waters of the United States in the interest of navigation, water quality, conservation, fish and wildlife ecosystems, enhancement of environment, and the public welfare in general.

- c Real Estate.

- o Establish, supervise, and implement policies and procedures governing the acquisition, management and disposal of real property under the control of the DA.

- o Conduct for the DA elements in CONUS real estate transactions, including purchases, sales, disposals, leases, permits, licenses, transfers, donations, and exchanges of real property and interests therein.

- o Establish and maintain the official real estate historical cartographic library of all real estate owned, leased, and disposed of under the jurisdiction of the DA.

- o Program, budget and fund for space, services and facilities furnished to the Army commands and activities outside the National Capital Region by the General Services Administration.

- o Program, budget and fund for acquisition (to include alteration or modification of existing facilities), utilities and services, maintenance, and disposal of Armed Forces recruiting facilities.

- o Administer, program, budget and fund for the DOD Homeowners Assistance Program for all military services.

d Facilities Engineering.

- o Provide specialized technical support for installation facilities engineering matters beyond the capabilities of local Facilities Engineers upon request of the installation commander or the MACOM or as directed by higher headquarters.

- o Serve as the proponent agency for the design and development of the Integrated Facilities System (IFS); coordinate and assist in implementing IFS to support MACOM in facilities planning and management.

- o Manage and administer the Army Facilities Apprenticeship Program to include provision of manpower spaces and funds for trainee positions.

- o Develop, maintain, and manage the Army Facilities Components System to provide pre-engineered facilities for Theater of Operations planners, logisticians, and constructors.

o Maintain and manage a reserve of nontactical mobile generators (NTG) to include floating barge power plants and provide the cadre of qualified personnel needed for deployment and operation of NTG to support military contingencies, and when directed, civil disaster relief operations.

o Provide to Army field commands and activities, upon request, engineering, maintenance, and operational support and training related to NTG; provide temporary emergency or stand-by electrical power generations as required.

e Research and development. Perform research and development in systems, equipment, procedures and techniques relevant to engineer support of military operations and material development to meet Army requirements. Major responsibilities are:

o Topographic Sciences

o Combat Support

o Energy

o Environmental Quality

o Military Construction

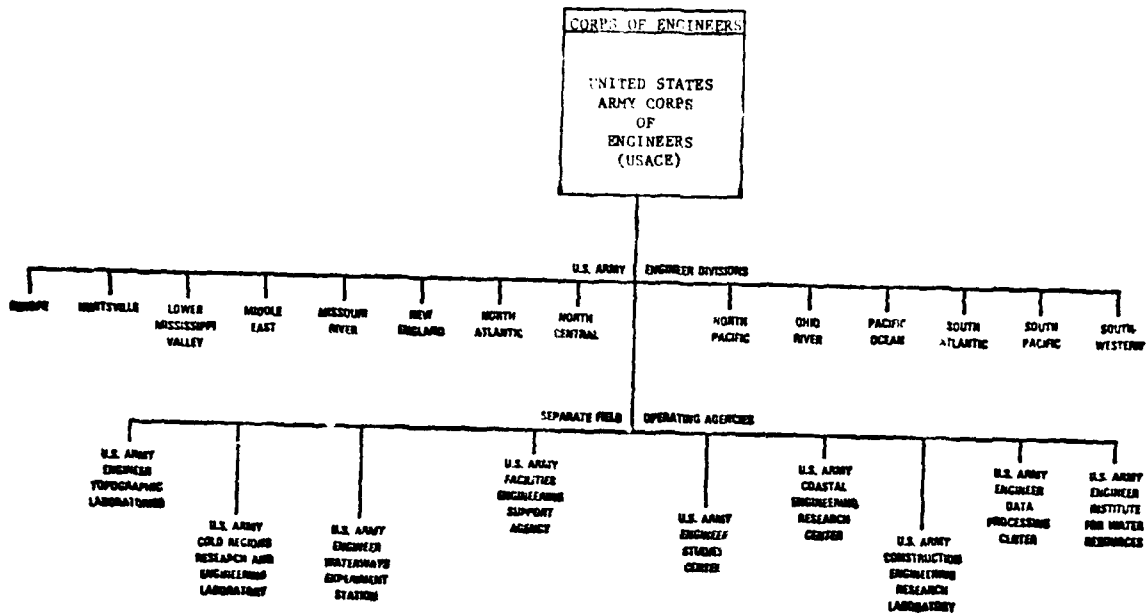
o Facilities Operations, Maintenance and Repair

f Support the CG, DARCOM by providing environmental criteria in the development of materiel for operation in extreme climatic conditions.

g Support the Commanding General, US Army Forces Command and other Government agencies in civil defense and other domestic emergencies as directed.

h Operate the DOD information analysis centers for pavements and soil trafficability, soil mechanics, energy conservation for fixed facilities, hydraulic engineering, coastal engineering and concrete technology.

Figure 1-11
Organization of the US Army Corps of Engineers



(k) Continental United States Armies (CONUSA).

1 Command:

a All assigned USAR TOE and TDA troop program units, reinforcement training units, mobilization designation detachments, and attached Army units.

b The Army Readiness Regions.

c Mobilized Reserve Component units from effective date of mobilization until their arrival at the mobilization station or port of embarkation.

d The State Area Command (STARC) when called to Federal active duty.

2 Training:

a Supervise individual and unit training.

b Supervise the training of nonunit Reserve personnel except for mobilization designees not assigned to CONUSA when ordered to active duty for training or annual training with, or otherwise attached to, ARNG units and USAR units within assigned geographic areas.

c Supervise training of the ARNG. In this capacity, the CONUSA commander will:

o Plan and coordinate the annual training (AT) site and date schedules for all ARNG units within his geographic area.

o Supervises the training of the ARNG and coordinate with the installation commanders and Reserve Commands the fill of Active Component and USAR requirements which cannot be supported from ARNG assets and are required for the training of ARNG units.

o Coordinate with installation commanders on Active Army support required for training of ARNG units (excluding air defense on-site units).

o Determine the effectiveness of ARNG units to perform post mobilization missions.

d Establish and conduct Intelligence Training Army Area Schools at appropriate installations.

e Supervise yearly evaluation of Reserve Component units in accordance with Appendix B, FORSCOM Reg 350-2.

3 Prepare and execute plans for emergency peacetime and wartime missions in accordance with applicable regulations and FORSCOM plans; (e.g., Disaster Relief, Nuclear/Chemical Accident/Incident Control, Land Defense of CONUS, Military Support of Civil Defense (MSCD), and Continuity of Operations (COOP), and other actions to accomplish geographically oriented activities.

4 Prepare and execute plans for mobilization of Reserve Component units in accordance with the FORSCOM Mobilization

Plan.

a Directs preparation, has review and approval authority, of mobilization plans of Reserve Component units.

b Ensures mobilization plans are coordinated between Reserve Component units and their mobilization station.

c Concurrence authority for installation (less HSC) mobilization plans.

d Review deployment plans of Active Component units upon full mobilization.

5 Interact with HQ FORSCOM, installation, and MUSARC in USAR resource management. This includes:

a Providing priority guidance in accordance with the DAMPL to Major US Army Reserve Commands.

b Developing and reviewing the RPA appropriation.

c Reviewing MUSARC OMAR mission budget submissions to installations.

d Reviewing installation OMAR mission budget submissions to FORSCOM.

e Making recommendations to FORSCOM concerning the distribution of mission funds.

f Issue mission funding targets to MUSARC.

g Review installation submissions for OMAR Base Operations funding and forward to FORSCOM areas for special concern that would have an impact on RC mission accomplishment.

6 Develop for submission to HQ FORSCOM, the CONUSA MCAR Program, to include Target Year, Intermediate Range, and Long-Range Programs.

7 Develop and supervise command programs for productivity measurement, quick return on investment, management improvement, and methods and standards.

8 Position and station USAR units with FORSCOM approval.

9 Supervise the Army Reserve Technician (ART) Program. Distribute manpower spaces to subordinate MUSARC in support of the ART program.

10 Determine the effectiveness of ARNG and USAR TOE and TDA troop program units to perform post mobilization missions.

11 Maintain the highest possible readiness level of readiness reporting units within the resources provided.

12 Assure that readiness ratings reflect actual unit conditions.

13 Redistribute resources to prevent or correct degradation in readiness within the command. Monitor only available on-hand logistics (RICC 1, 2, 3) and personnel assets.

14 Supervise recruiting and retention programs for maintenance of USAR strength within assigned geographical areas.

15 Conduct general and special inspections of ARNG and USAR units, US Property and Fiscal offices, State Maintenance offices, and State Aviation offices.

16 Submit Force Status and Identity Report (FORSTAT) (RC AFOP-52(R2)) for all assigned USAR Organizations.

17 Receive, consolidate, review, and submit Joint Resource Assessment Data Base Report (JADREP) (RCS JCS 6-II-4-2) damage reports (card type "D") on all designated Army facilities and resources within the respective Army area. This is limited to FORSCOM and TRADOC installations and subinstallations.

18 Coordinate and arrange for administrative and logistical support as required for:

a Assigned Units.

b Intelligence Training Army Area Schools.

19 Conduct the CONUSA records management and office

equipment management and acquisition programs as outlined in AR 340-1 and other applicable regulations in the AR 340 series.

20 Coordinate CONUSA-wide Public Affairs program; provide training assistance and evaluate readiness of Reserve Component Public Affairs units and personnel in assigned geographic area.

21 Provide or coordinate intelligence, counter-intelligence, and security support as appropriate.

22 Advise and assist USAR units in acquiring and maintaining suitable facilities to support home station training.

23 Identify requirements and plan, develop, and process MIS support within capability for assigned staff and units to include those standard systems assigned and other unique systems as required.

24 Establish a MISO-controlled customer services organization for the processing of information requirements.

25 Coordinate Provost Marshal Law Enforcement activities to include physical security and Serious Incident Reporting as appropriate.

26 Administer the Command Alcohol and Drug Control, Race Relations/Equal Opportunity, Organizational Effectiveness, and Equal Employment Opportunity Programs.

27 Process Unit Readiness Report RCS JCS-6-II-2-1-6 (AR 220-1 with FORSCOM Suppl 1) for all USAR units in geographical areas and forward to HQ FORSCOM.

28 Task installations in the Army area for required support of geographic missions and assume operational control of appropriate units and activities for mission accomplishment.

29 Coordinate and maintain liaison with:

a High ranking state and federal officials.

b Civilian aides to the Secretary of the Army.

c Civil law enforcement agencies.

30 Coordinate the emergency highway traffic regulation interest of all defense installations and activities in CONUS. Assist Federal Highway Administration and State and local authorities, when required, in the implementation of plans for emergency highway traffic regulations.

31 Upon mobilization, AR 135-300 assigns the following missions and functions to the CONUSA commanders (specific staff responsibilities have not been designated):

a Issue oral or written orders in concurrence with CG FORSCOM, to bring Land Special Security Force (LSSF) units and immediate mobilizing Ready Reserve elements to active duty (AD) in case of attack on CONUS.

o Order ARNGUS to AD through the State adjutant general.

o Notify HQDA (DAMO-OD) of alert or order to AD of units.

o Transmit alert notice by most expeditious means.

b Ensure mobilization and alert plans are tested periodically for completeness and accuracy.

c Approval authority to grant up to 60 day delay for individual Reservists.

d Approval authority for requests for reassignment.

e Issue travel orders for members who are mobilized when at a place distant from his home station.

f Issue orders for assignment to duty of STARC personnel.

g Publish coordinating instructions or mobilization plans which will provide for ordering to active duty of Reserve Component units and for active supervision and control of

units mobilized or assembled.

Upon receipt of an alert notice for mobilization:

- o Notify subordinate commands and USAR unit commanders, as applicable, of units alerted for mobilization.

- o Notify or verify to unit commanders their unit's mobilization station.

- o Issue advance orders to active duty for USAR personnel required to assist: with the unit's administrative processing; with payment of troops; and with processing personnel designated to attend schools.

- o Order to active duty the STARC in States in which ARNG units are being alerted for order to active duty to assist in the administrative processing of ARNG units.

- o Upon receipt of a mobilization alert for a COCOM, transfer all units not organic to the COCOM to an ARCOM.

- i Upon receipt of mobilization message ordering Reserve Component units to active duty:

- o Activate the automated mobilization accession subsystem of the Reserve Personnel Information Reporting System (RPIRS) for USAR unit personnel.

- o Provide gaining SIDPERS installations with accession punched cards for accessing personnel assigned to mobilized USAR units into the Active Army personnel accounting system.

- o Provide USAR unit commanders with a duplicate accession card set.

- o Drop individuals mobilized from the USAR strength (RPIRS) and reconcile status of individuals who failed to report.

- o When requested, authorize travel orders for unit members who are at places other than their permanent home addresses to report for duty at the home station or mobilization sta-

tion.

o Monitor and coordinate submission of mobilized unit equipment status information (Reserve Component Unit Readiness Report, Material Readiness Report, and Equipment Status Report) to the mobilization station commander.

p Ensure that personnel are designated to assume responsibility for US property that is left at home station.

q Convert filler requisitions submitted by alerted USAR units to requisition cards and edit and transmit to RCPAC by AUTODIN or air courier when otherwise directed in the mobilization order.

r Ensure that units are in communication with the coordinating or supporting mobilization and mobilization stations of the unit ordered to active duty.

s Require that one unit member be designated as an interim custodian be responsible for unit maintenance of each USAR center upon departure of the unit from home station.

t Ensure that units are prepared to actively and expeditiously prepare to move to mobilization stations.

u Ensure that liaison is established between the mobilization stations and the Reserve Component units scheduled to move to those stations.

v Coordinate requirements for and/or provide technical assistance to units with immediate problems in personnel, administration, transportation, supply, maintenance, other logistic services, and training.

w Maintain or assume responsibilities as designated in the FORSCOM Reserve Component Mobilization Plan for mobilized Reserve Component units assigned to FORSCOM upon reporting to their mobilization stations within their respective areas of responsibilities.

x Command mobilized Reserve Component units scheduled for assignment to FORSCOM on mobilization from their effective date of mobilization until their arrival date at the POE. Mobilized

units scheduled for assignment to MACOM (other than FORSCOM) will be assigned to their designated MACOM on the date of arrival at their mobilization station or as prescribed in mobilization station or as prescribed in mobilization instructions.

o Plan for and be prepared to assume other responsibilities involving mobilized units specified in other approved FORSCOM or unified command plans.

p Prepare a list, as soon as practicable after an attack on CONUS of Reserve Component units which will remain at training sites within their respective areas and those which cannot be returned to habitable home stations. Recommendations for the use of these units will also be forwarded through the Commander, FORSCOM (ATTN: AFOP) Ft McPherson, GA 30330, to HQDA (DAMO-ZA) WASH DC 20310, with information copies to HQDA (NCB-ZA) and/or HQDA (DAAR-ZA).

q Coordinate movement of units from home stations to mobilization stations.

r Notify coordinating installation commanders of vacant USAR centers.

s Will, if requested, order selected Reserve Component members to active duty in advance of parent unit.

t Responsibilities on mobilization of individuals of the Ready Reserve and Standby Reserve.

o Develop plans and programs for the mobilization processing of fillers within their commands.

o Ensure the prompt implementation of manning table and MOS changes to the Active component and USAR MTOE and TDA units within their commands.

o Provide logistic support and training programs for individuals ordered to active duty.

o Coordinate ARNGUS personnel requirements with appropriate State adjutants general.

o Convert filler requisitions submitted by USAR

units to requisition cards and transmit to RCIAD.

o Assist CO RCPAL, if requested, in locating and notifying AWOL Army Reserve members.

o Determine feasibility of returning to home for individual who are on active duty for training.

o Approve volunteer application during mobilization period.

Enlisted personnel who are mobilized for training.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

For enlisted personnel who are mobilized for training, the mobilization station will provide the necessary information to the mobilization station.

Advise the National Inventory Control Point (NICE) of unit's date of arrival at mobilization station for shipment of COMSEC equipment.

x Furnish one adjusted copy of the Asset Control Subsystem (ACS) feeder report to the mobilization station commander.

y Report excess ADPE by message to CDR FORSCOM.

z Determine retention of vacated non-government owned facilities.

aa Approve non-USAR use of government owned or constructed facilities.

bb Require a "mobilization kit" be prepared and kept in each unit of a prospective Class A agent officer.

cc Provide accession date to supporting, or other designated, installation for each member of USAR units ordered to active duty.

dd Convene necessary boards for Federal Recognition purposes.

ee On direct deployment:

o Insure that USAR units are prepared for movement directly to port of embarkation or place of employment.

o In coordination with support installations, ensure that, as a minimum the following personnel actions are completed as required prior to the unit's departure from home station.

oo Submission of personnel requisitions when required.

oo Necessary blank forms and publications on hand for 30 days' operation.

oo Current ID/Geneva Conventions card is issued or completed application.

oo Application for dependent ID card is issued or application completed when applicable.

oo DD Form 93 completed and forwarded.

oo Change of Address Card completed.

oo Accession data provided to POE supporting installation by area commander or STARC.

oo Active duty report completed.

oo Identification tags issued to each member.

o Function as mobilization station commander when home station is used as mobilization station.

ff Upon release of Reserve units from active duty:

o Issue release orders for units upon determination of release date.

o Report changes in units' status in accordance with the provisions of part 2, Chapter 1, JCS Pub 6, Vol II.

o Provide appropriate command and control of rear detachment personnel.

o Supervise actions required in the release directive.

o Assume control of unit from arrival at home station until its release date.

o Coordinate with the State adjutant general for ARNGUS units being released.

gg Release of units ordered to active duty for less than 30 days:

o Planning action. Upon receipt of instructions from HQDA to begin planning for the release of a specific Reserve Component unit, take preliminary action which includes:

oo Designate teams, units, and/or activities to assist in release processing as required.

oo Determine the administrative support which will be available at installations to assist in release processing. Immediately, checking the availability of required forms and expeditiously acquiring those that are not available.

oo Instruct Reserve Component unit personnel

on release processing procedures, as necessary.

oo Partially completing separation forms (AR 635-10).

o Release action. When instructions are received from HQDA to release Reserve Component units:

oo Issue a release order directing the release of units.

oo Process units and individuals of the Reserve Components for relief from active military service of the United States.

hh Determine facilities requirements for USAR units returning to formerly leased facilities.

ii Designate storage location for accountable equipment which owning units cannot store or maintain.

32 The FORSCOM Reserve Components Mobilization Plan assigns the CONUSA commander the following additional post-mobilization responsibilities:

a Assume duties as Deputy CG, FORSCOM for the CONUSA area.

b Assume command of mobilized Reserve Component units in the CONUSA area.

c Act as an FORSCOM executive agent for the training of mobilized Reserve Component units on Mobilization Stations within geographic area of responsibility.

d Retain command of assigned Army Readiness Regions and continue to utilize ARR/RG in the supervision of training, readiness and preparation for deployment of mobilized units. In consonance with FORSCOM Stationing Plan, relocate ARR/RG if required to a suitable location to accomplish assigned tasks. ARR and Readiness Groups (RG) may be used as mobilization assistance teams as required.

e Continue to command Maneuver Area Commands (MAC)

and Maneuver Training Commands (MTC). Utilize MAC and MTC to prepare CPX, FTX and validate unit preparedness of mobilized units.

f Continue to command assigned Army Reserve Commands (ARCOM). ARCOM will continue to command currently assigned USAR units. ARCOM will be responsible for the movement of their assigned units from home station to Mobilization Station. Further, ARCOM will be responsible for providing assistance and instructions to mobilizing USAR units for home station processing, administrative actions, processing procedures, and for financial and logistical support. Coordinating Installations and Support Installations will provide to the USAR units in their current area of responsibility that assistance which the ARCOM are not capable of providing. Coordinating Installations and Support Installations will respond to the request for additional support from the ARCOM. In case of PARTIAL mobilization, an ARCOM will be mobilized if any of its currently assigned units are mobilized.

g State Area Commands will be retained subsequent to full mobilization for execution of CONUS general war plans and military support of civil defense (MSCD).

h Transfer USAR Training Divisions, Separate AIT Brigades, Military Police Training Brigade and WAC Training Battalion from command of FORSCOM to TRADOC upon order to active duty of the unit. HQ FORSCOM retains OPCON for the purpose of movement to MS.

i Transfer USAR medical Training Center from command of FORSCOM to HSC upon order to active duty of the unit. HQ FORSCOM retains OPCON for the purpose of movement to MS.

j Transfer USAR Military Intelligence Detachments (MID) non-deploying units which mobilize in the Washington, DC area from command of FORSCOM to gaining DOD office upon order to active duty of the unit. HQ FORSCOM retains OPCON for the purpose of movement to MS. Mobilized non-deploying MID will be attached to designated Mobilization Stations for administrative/logistic support and courts martial jurisdiction except units with Mobilization Station at Charlottesville, VA. These MID will be attached to Ft Lee and will be under the operational command of their supported organizations.

k Transfer MTMC designated Reserve Component units to MTMC upon order to active duty of the unit. HQ FORSCOM retains OPCON for purpose of movement to MS or mobilization site.

l Mobilize Civil Preparedness Support Detachments in place and transfer OPCON to respective Civil Defense Preparedness Regions.

m Transfer USAR 'MEDD non-deploying units from command of FORSCOM to HSC upon order to active duty of the unit. HQ FORSCOM retains OPCON for purpose of movement to MS.

n Transfer units attached to installations from CONUSA to respective installation upon closure of units at designated Mobilization Stations.

o For other than uncovered POMCUS material, upon direction of HQ FORSCOM, implement necessary redistribution actions considering assets, priorities, equipment condition and status of issue from DARCOM Materiel Readiness Commands. Notify FORSCOM where the supply system coupled with internal redistribution cannot meet priority requirements.

p Continue to exercise CONUSA responsibilities for all Reserve Component units not mobilized.

q Review installation deployment plans (full mobilization only).

r Assume responsibility for post-mobilization training of mobilized deploying units.

s Certify readiness of mobilized RC and non-divisional AC units for deployment.

33 Other tasks which have been assigned to the CONUSA commanders include:

a Exercise operational control of forces allocated for land defense operations.

b Serve as the Sector Defense Commander for assigned geographic area of responsibility.

c Coordinate the participation of Naval and Air Force resources in sector defense.

d Serve as the DOD points of contact with regional

Guard Districts e Ensure that plans are coordinated with Coast Guard Districts assigned responsibility for waterside protection of key locks and dams.

The map illustrates the three Army Areas of the United States, with state boundaries and major military installations marked. The Sixth Army Area is located in the western half of the United States, the Fifth Army Area in the central half, and the First Army Area in the eastern half. The map also includes labels for Puerto Rico and the Virgin Islands.

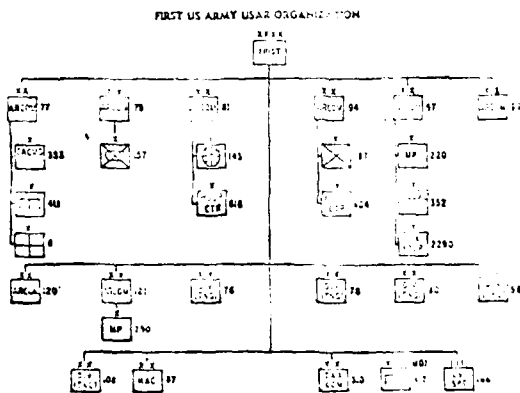
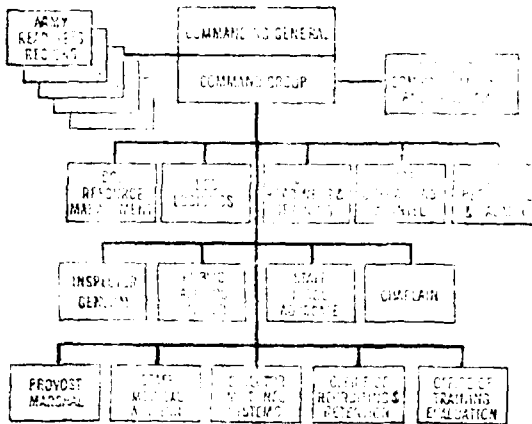
SIXTH ARMY AREA

FIFTH ARMY AREA

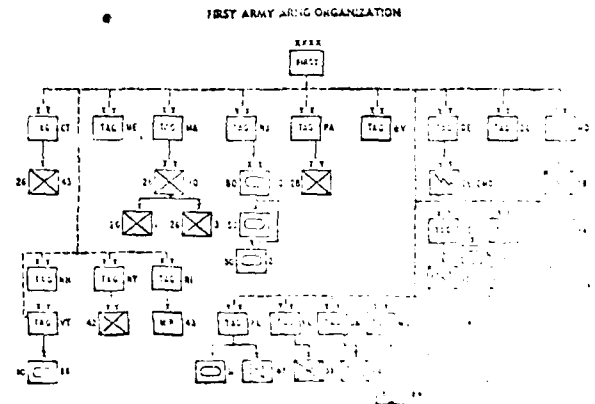
FIRST ARMY AREA

PUERTO RICO AND VIRGIN ISLANDS

Figure 1-13
First United States Army Organization



825 Units
Auth Strength: 120,350



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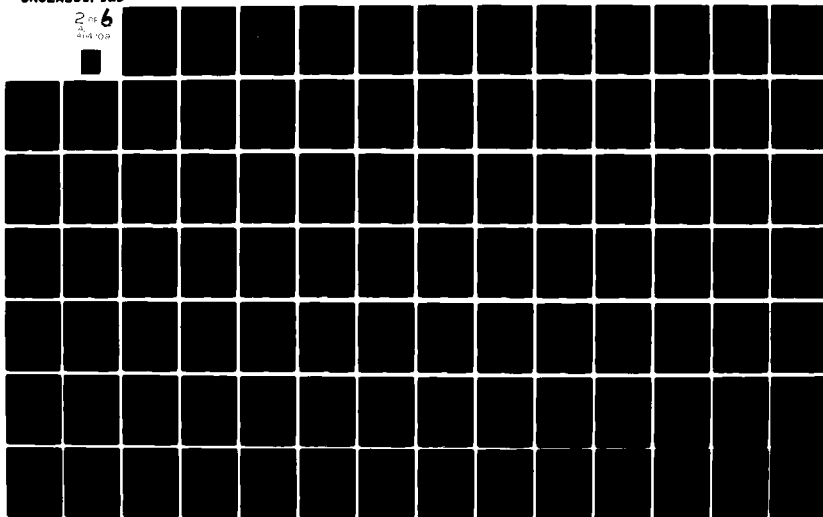
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graph TD
    USARV[US ARMY READINESS REGIONS] --- CG[COMMANDING GENERAL]
    CG --- DCG[DEPUTY COMMANDING GENERAL]
    CG --- CS[COMMAND SERGEANT MAJOR]
    CG --- CSO[CHIEF OF STAFF]
    CSO --- MIO[MAJ GEN INFO RESR OFFICE]
    CSO --- SG[SECRETARY GENERAL STAFF]
    CSO --- DCSM[DCS RESOURCE MANAGEMENT]
    CSO --- DCSPA[DCS PERSONNEL & ADMINISTRATION]
    CSO --- DCS TRAINING
    CSO --- DCS OPERATIONS
    CSO --- DCS LOGISTICS
    DCSM --- AIG[ARMY INSPECTOR GENERAL]
    DCSM --- OFPA[OFFICE PUBLIC AFFAIRS]
    DCSM --- ASJA[ARMY STAFF JUDGE ADVOCATE]
    DCS TRAINING --- AC[ARMY CHAPLAIN]
    DCS TRAINING --- AMP[ARMY PROQUEST MATERIAL]
    DCS TRAINING --- PMA[PRIVY MEDICAL ADVISOR]
    DCS TRAINING --- OISI[OFFICE INTELLIGENCE & SECURITY]
    DCS TRAINING --- ORR[OFFICE RECRUITING & RETENTION]
  
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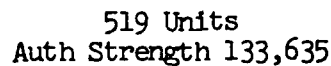
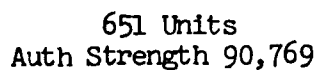
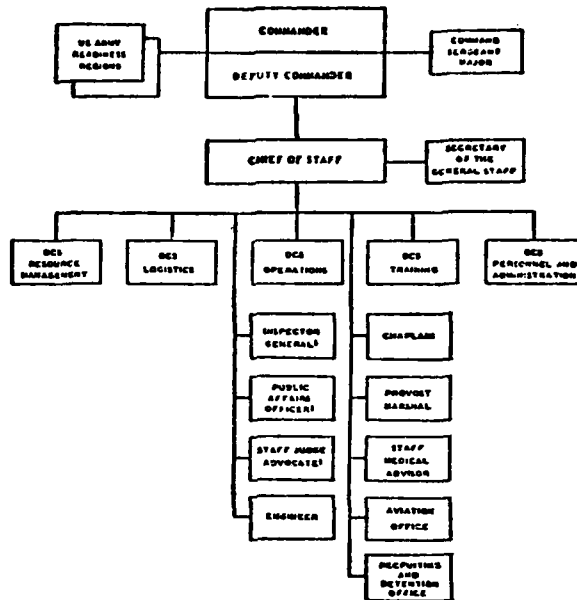
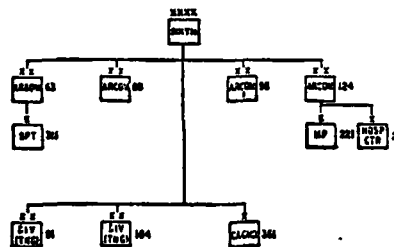


Figure 1-15
Sixth United States Army Organization

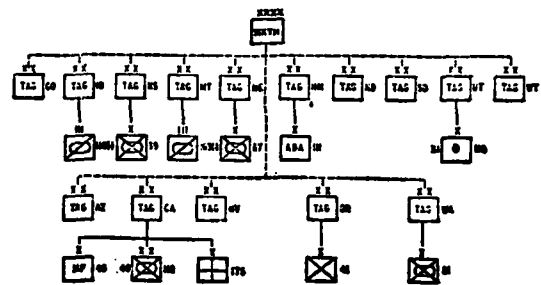


SIXTH US ARMY USAR ORGANIZATION



321 Units
Auth Strength 39,585

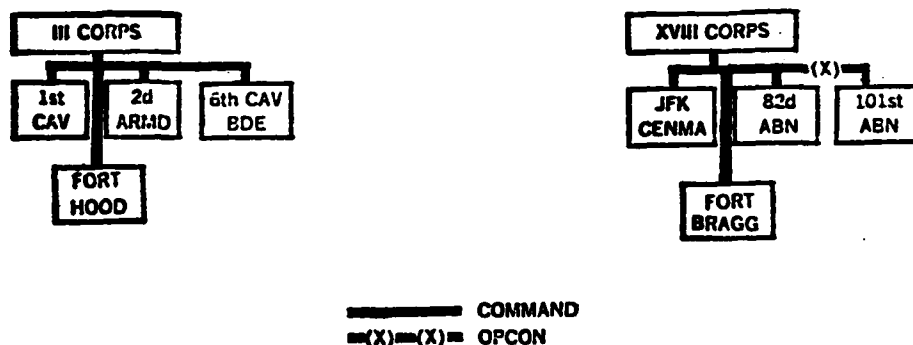
SIXTH ARMY AREA ARMC ORGANIZATION



360 Units
Auth Strength 74,835

(1) Corps. There are two active corps subordinate to HQ FORSCOM; the III Corps at Ft Hood, Texas and the XVIII Airborne Corps at Ft Bragg, North Carolina. Each corps headquarters is under the direct command of the HQ FORSCOM and executes mission tasks accordingly. Corps commanders are also major installation commanders and report directly to CG, FORSCOM. The preponderance of tasking to the corps commanders is through this channel. (See paragraph 2.a.(5)), below, for installation missions and functions. Additionally, the corps deal directly with US Readiness Command (USREDCOM) for Joint Exercises, with US Army Europe (USAREUR) and NATO's Northern Army Group (NORTHAG) for Combined Exercises and wartime panning and with Training and Doctrine Command (TRADOC) to coordinate testing programs.

Figure 1-16
CONUS Corps Organizational Structure



(m) Installations.

1 Responsibility for installation operations, in accordance with the Operation STEADFAST concept implemented in 1973, is assigned to various proponent MACOM; proponenty for specific installations is established by HQDA (see DA Pamphlet 210-1). In addition to active or semi-active installations operated in peacetime by the MACOM, there are eight installations which are operated by States; upon mobilization, these installations revert to DA control and are assigned to FORSCOM. ACCS-82 limited its examination of installations to the 50 CONUS mobilization stations. Command lines are established directly between the MACOM and the installation: this includes day-to-day tasking authority and the flow of funds. Organizations on the installations, if they are not assigned to the MACOM which has proponenty for the installation, establish "host-tenant" agreements. For example, the 197th Infantry Brigade (Separate) is a FORSCOM organization stationed at Ft Benning, a TRADOC installation. The 197th responds to the Commander, Ft Benning on a day-to-day basis and receives financial support through Ft Benning. However, FORSCOM may, and does, task the brigade for certain missions through the Commander, Ft Benning. State-operated installations are supervised by their respective State Headquarters; the State Headquarters' "lines of communication" are to HQ NGB. FORSCOM, as the designated post-mobilization proponent MACOM for these installations, coordinates with HQ NGB for peacetime activities concerning State-operated installations. The mobilization stations, and their proponent MACOM, are:

a Health Services Command

Fitzsimons AMC
Walter Reed AMC

b Army Communications Command

Ft Huachuca

c Army Materiel Development and Readiness Command

Aberdeen Proving Ground
Ft Monmouth
Redstone Arsenal
Tobyhanna Army Depot

d Training and Doctrine Command

Ft Benning
Ft Bliss
Ft Belvoir
Ft Chaffee
Ft Dix
Ft Eustis
Ft Gordon
Ft Harrison
Ft Hill
Ft Jackson
Ft Knox
Ft Leonard Wood
Ft Lee
Ft McClellan
Ft Pickett
Ft Rucker
Ft Sill
Ft Story

e Forces Command

Ft Bragg
Ft Campbell
Ft Carson
Ft Devens
Ft Hood
Ft Drum
Ft Indiantown Gap
Ft Lewis
Ft McCoy
Ft Meade
Ft Ord
Ft Polk
Ft Riley
Ft Sam Houston
Ft Sheridan
Ft Stewart
Presidio of San Francisco

f State-Operated Installations

Camp Atterbury

Camp Edwards
Camp Grayling
Camp Ripley
Camp Roberts
Camp Shelby
Ft Irwin
Gowen Field

2 Missions and functions common to all mobilization station installation commanders are described below:

a Missions.

o Command and support assigned and attached MACOM activities, units and sub-installations, unless otherwise noted.

o Organize, train and equip all assigned and attached units and individuals to perform assigned missions.

o Provide for the operation, safety, security, administration, education and training, procurement support, service, maintenance and supply of all individuals, units and activities assigned, attached or under the command of the installations prescribed by AR 10-10, AR 210-10, and appropriate regulations providing policy for installation area coordination.

o Provide base operations and other support to DA, DOD, and other Government activities which are tenants of, supported by or satellited on the installation.

o Plan, program, allocate and supervise the use of resources and facilities for accomplishing FORSCOM's basic and support missions, functions and responsibilities. Program, budget and fund as specified in the AR 37-series, "Financial Administration."

o Supervise activities of ARNG liaison officer.

b Functions.

o Personnel and Administration.

oo Conduct installation reenlistment

activities as prescribed by AR 601-280.

oo Assist, as required, Commander, US Army Military District of Washington, in the execution of his responsibility to plan, arrange for and execute all state funerals in CONUS.

oo Provide initial distribution and resupply of DA forms to all units and publications to units (including USAR and ROTC) not authorized pinpoint accounts under the provisions of AR 310-2.

oo Receive casualty notification from The Adjutant General, HQDA; relay information to primary and/or secondary next-of-kin within assigned geographic area; arrange for or coordinate assignment of military escorts and survivor assistance officers and prepare necessary reports.

oo Conduct the installation records management and office equipment management and acquisition programs as outlined in AR 340-1 and other applicable regulations in the AR 340-series. Operate an installation records holding area in accordance with AR 340-18-1 (provide this service for CONUSA, ARR, RG and USAR units).

oo Develop an installation education services plan annually, and provide general educational development opportunities and services as prescribed by AR 621-5.

oo Operate dependent schools (on Army installations that come under the provisions of Section 6, Public Law 81-874, in accordance with AR 352-3 (Puerto Rico, Alaska, and Canal Zone excluded)).

oo Provide civilian personnel service and assistance necessary to obtain, compensate, develop, use and retain an effective civilian workforce for the installation and for other activities serviced in accordance with AR 10-20.

oo Civilian Personnel Support. Carry out the full range of civilian personnel services for MUSARC through the designated installation civilian personnel office as specified in FORSCOM letter, AFPR-CP, 27 Feb 74, subject: "Delegation of Authority for Civilian Personnel Management." The appointing officer

(MUSARC commander) will designate, in writing, the appropriate installation civilian personnel officer to act for him in all matters pertaining to the administration of the civilian personnel program.

oo Manage the equal employment opportunity/race relations programs for personnel assigned or attached to the installation.

oo Provide military personnel support for all units assigned, attached or tenant to the installation.

oo Provide and coordinate mail service during RC Annual Training (AT).

oo Compute and request temporary military and civilian spaces to support AT.

oo Process personnel actions (RA applications, active duty) and RC personnel for individual active duty cases.

oo Provide administrative and personnel support for AT evaluation headquarters at state training sites within installation's support area.

oo Establish point of contact for advisors, general officers, VIP, governors, and Members of Congress during AT periods.

oo Provide PX services and commissary services for RC in accordance with regulations. Issue ID cards for dependents of RC personnel in accordance with appropriate regulations.

oo Provide and coordinate chaplain support and establish point of contact for chaplain activities for RC units conduction IDT/AT at the installation.

oo Control, coordinate, and prepare administrative support plans for mobilization of ARNG and USAR units at the installation. Provide administrative support for RC units located within each coordinating or support installation's area of responsibility (See AR 5-9).

oo Establish procedures for the administrative processing of all units mobilizing at the installation. Mobilized administrative support-type units will be used to form a support base (e.g., personnel service company, finance elements, medical detachment, replacement detachment) to carry out this function. Before mobilization, coordination with each unit designated for mobilization at the installation is required to ensure that the units are aware of their responsibility to support other units at the mobilization station.

oo Provide SIDPERS accession support for all RC units which mobilize at the installation and for those inactive (state-operated) and semiaactive installations as required by FORSCOM RCMP.

oo Establish procedures for reassignment of overstrength RC unit personnel.

oo Provide administrative support for RC units within installation's assigned geographic area in accordance with AR 5-9 (or as modified by special exception).

oo Establish/support evaluation boards/teams and conduct conduct/approve LOD investigations.

oo Provide personnel processing support for ADT AND AT, and maintain a list of addresses and telephone numbers of RC units primary and alternate assembly areas within mobilization support installation area.

oo When necessary, establish, operate, and supervise a Reserve Reinforcement Processing Center (RRPC) for the reception of Individual Ready Reservists (IRR) during AT.

oo Provide Provost Marshal Activities to include Physical Security Surveys and Inspections in accordance with AR 5-9, Serious Incident Reporting in accordance with AR 190-40 and Registration of POV in accordance with AR 190-5 and 190-51.

oo Coordinate and Support Public Affairs activities.

oo Provide and coordinate nonappropriated fund support.

oo Schedule and provide escort for senior personnel visits to units.

oo Coordinate recreation services activities.

oo Provide and coordinate band support (except Alaska).

oo Provide and coordinate physical examinations.

oo Provide casualty assistance.

oo Provide guidance in AWOL cases.

oo Provide off-post housing referral service for families.

oo Process Office Efficiency Reports (OER) for Mobilization Designees (MOBDES).

oo Insure that a RC orientation is given to selected separatees.

o Intelligence.

oo Provide and coordinate counter-intelligence and security assistance within available or organic resources.

oo Supervise and coordinate training activities to include mapping, charting, and geodesy activities, weather support as provided by USAF and counterintelligence. Information concerning training support is found in FORSCOM Regulation 350-3.

o Operations, Plans and Training.

oo Support the RC in the conduct of training and mobilization. This includes the functions listed in Appendix B, AR 5-9 with FORSCOM/TRADOC Supplement 1, and FORSCOM RCMP.

oo Plan, as directed by MACOM HQ, for

accomplishment of domestic emergency missions, either peacetime or wartime, to include support of land defense of CONUS, military support of civil defense (MSCD), survival, recovery, and reconstitution (SRR) in a nuclear environment, continuity of operations (COOP), disaster relief, nuclear or chemical accident and incident control, civil disturbances and support to other Federal agencies. This includes the CONUS planning for deployment, employment and support of assigned and attached units.

- oo Assure that AC units have plans and procedures to conduct Emergency Deployment Readiness Exercises (EDRE) as outlined in FORSCOM Regulation 525-2.

- oo Prepare and submit Force Status and Identity Report (FORSTAT) (RCS AFOP-52(R2)) to FORSCOM for all FORSCOM and TRADOC organizations within their area of responsibility as defined in paragraph 1.3, FORSCOM/TRADOC Regulation 525-3.

- oo Submit Joint Resource Assessment Data Base Report (JADREP) (RCS JSC 6-II-4-2) concerning designated Army facilities and resources of any Army command located on their installations and sub-installations in accordance with FORSCOM/ARRED Regulation 525-7.

- oo Be responsible for the preparation, coordination, and execution of a mobilization plan which outlines support to be provided to mobilized units reporting to their installations.

- oo Submit the plan to HQ FORSCOM (through CONUSA). The plan must encompass the expansion capability of the installation mobilization base to:

- oo Receive, house, train, equip and support units.

- oo Establish or expand activities to meet mobilization needs.

- oo Open inactive installations or facilities under conditions of PARTIAL or FULL mobilization to meet requirements of units/activities programmed in the mobilized troop basis. Plans for emergency expansion of facilities will be developed in accordance with the provisions of AR 210-23.

oo Separate mobilization plans are required for sub-installations; i.e., Fort Lee or Fort Pickett and Fort A.P. Hill.

oo All state owned/leased facilities which will become Mobilization Stations are listed above. Mobilization plans will be developed by AC Supporting Installations for each of those installations using the same criteria identified above for FORSCOM installations.

oo Coordinate installation mobilization plans with the garrison unit and training division programmed to be stationed at the installation upon mobilization.

oo Conduct coordination meetings with units that mobilize at the installation.

oo Establish liaison with and coordinate with appropriate CONUSA.

oo Provide annually, before mobilization, a packet or instructions to each unit scheduled to mobilize at the installation. The packet will include but is not limited to -

- Maps and overlays showing proposed billeting space, unit training aids, and facilities.

- Copies of installation SOP and administrative, logistic, and security instructions.

- Sample copies of all completed forms and reports which will have to be submitted to the mobilization stations.

- Description of capabilities of data processing equipment in use at the installation.

oo Upon mobilization alert, furnish incoming units an updated (since last annual site visit) package of inprocessing/out-processing instructions to include but not limited to:

- Maps and overlays showing proposed billeting space, unit training areas and facilities.

- Copies of installation SOP and administrative, logistic and security instructions.

oo Provide and coordinate mobile training teams. Coordinate annual training and new equipment training, support inactive duty training and publish AT after action report.

oo Issue range regulations, coordinate firing range schedule, and coordinate scheduling of training and bivouac areas.

oo Publish training support directives and standard operating procedures.

oo Provide and coordinate on-the-job training, monitor input for basic and advanced training, and monitor RC service school orientation.

oo Maintain liaison with parent units and coordinate host units.

oo If appropriate, during Inactive Duty Training (IDT), take necessary action to facilitate smooth and effective AT satellization plans for USAR training divisions.

oo Coordinate and assist mobilization planning for USAR training division, where applicable.

oo Provide alcohol and drug, RR/EO, and EEO education and training support for RC, when requested.

oo Coordinate site support for RC units to include IDT and AT site support as required for ARNG unit training at the installation or sub-installations.

oo Provide for Training and Audiovisual Support Center (TASC) services in accordance with AR 1008-2 for all Active and RC units/activities within assigned geographical areas of responsibility.

oo Provide and coordinate the use of training facilities by RC units and, within capabilities, provide other support for the training of mobilized units when they arrive at the installations. Prior coordination will be accomplished to

ascertain specific training requirements of the units with respect to facilities and initial supply needs.

- oo Provide readiness data to area commanders concerning RC units mobilized at the installation.

- oo Participate in combat developments and materiel developments when designated by MACOM HQ. As directed, support field experiments, field evaluations, development tests and operational test.

- oo Provide BASOPS support for USAR Readiness Reporting units (AR 220-1) in accordance with AR 5-9.

- oo Provide for aviation support to include coordination of airlift requirements, operation of airfields, control of air traffic and assistance in implementation of aviation safety and standardization programs.

- oo Implement and supervise Mutual Support Program.

- oo Coordinate on-post school quotas.

- oo Conduct precamp conferences to support AT.

- oo If appropriate, program, budget, coordinate and assist the Affiliation Program.

- oo Provide qualified AC personnel, and provide them the required support, to evaluate the performance of RC units conducting AT on installations.

- oo Provide and coordinate training opportunities for RC chaplains while on ADT and on other appropriate occasions. Support as required for Intelligence Training Army Area Schools (ITAAS) established at the installation.

- oo Provide technical supervision of USAR fire prevention program.

- oo Provide support in areas of pollution control and environmental compliance. Prepare Environmental Impact

Assessment/Statement for acquisition, construction, outgrant and disposal of real property with necessary input data supplied by the proponent MUSARC.

- oo Provide utilities, custodial and grounds maintenance service to USAR centers and budgeting support for these services.

- oo Provide report of availability for outgrant of real property in accordance with AR 405-80, and report of excess for disposal of real property in accordance with AR 405-90.

- oo Provide budgeting support for USAR facilities leasing program.

- oo Provide support in preparation of required documentation for both Major and Minor MCAR Programs in accordance with AR 140-478, 140-479, and 140-485.

- o Support of MOBDES.

- oo Coordinate two weeks' annual training.

- oo Coordinate additional training periods.

- oo Monitor on-the-job utilization.

- oo Monitor individual training goals.

- oo Assist in mobilization planning for:

- Installation MOB TDA.

- Installation use of MOB site.

- Monitor facilities maintenance required for mobilization.

- o Logistics.

- oo Provide logistic and administrative support to Army Readiness Regions and their subordinate elements within installation geographical area and to mobilized units upon arrival at the installation.

oo Provide personnel property shipment services within area of responsibility assigned by DOD Regulation 4500.34R.

oo Provide for processing and moving DA-sponsored unaccompanied dependents, residing in the installation's area of responsibility, to the oversea station of the sponsor.

oo Provide for transportation of freight, cargo and passengers by land, air and water, exclusive of the operation of ports and first destination transportation.

oo Provide peacetime logistic support for RC units within installation's assigned geographic area in accordance with AR 5-9 and FORSCOM/TRADOC Supplement 1 (or as modified by special exception).

oo Coordinate with ARNG Mobilization and Training Equipment Sites (MATES) and USAR Equipment Concentration Sites (ECS) for the loan of equipment to RC units undergoing training at the installation.

oo Coordinate equipment loans from active units.

oo Provide and/or coordinate loan of billets, classrooms, administration buildings, equipment for buildings, vehicle parks and maintenance facilities and chapel facilities for religious activities during annual training (AT) or other RC training on post.

oo Provide and coordinate ration requirements, messing for advance and rear parties, laundry service and POL for RC units training on the installation.

oo Provide and coordinate self-service supply accounts, supply authorization cards and POL credit cards.

oo Provide the USAR required transportation service and administrative use vehicle support. This includes training and operations NCO and evaluator augmentee personnel for support of training.

oo Plan for mobilization logistics support

of RC units in accordance with FORSCOM Reserve Component Mobilization Plan (FORSCOM - RCMP).

- oo Provide logistics support for Reserve Reinforcement Processing Centers (RRPC).

- oo Perform supply liaison visits to USAR units as required.

- oo Assist USAR units by arranging at AT and IDT transportation, coordinating for convoy route clearance and obtaining necessary movement permits.

- oo Insure that appropriate block, bracing, packing and crating materials are available for movement of RC units upon mobilization.

- oo Review mobilization plans of RC units supported by the installation and be prepared to provide and coordinate transportation requirements of these units. Obtain highway clearances for Army convoys (except ARNG) to execute mobilization plans.

- oo Be prepared to coordinate and assist unloading and movement of RC units to mobilization stations and coordinate and provide unit movement data with other headquarters.

- oo Assisting in the local procurement of supplies, equipment, services, and transportation for movement from home station to local transportation terminals.

- oo Obtaining routings and movement releases from Military Traffic Management Command.

- oo Ordering and placing necessary carrier equipment at unit loading points and maintaining coordination with carriers to ensure timely compliance and service.

- oo Issuing bills of lading, transportation requests, and meal tickets; preparing or assisting units in preparing other prescribed documentation; and providing appropriate funds citations.

- oo Coordinating the unit move from point of

origin, enroute, and to final destination.

- oo Provide adequate transportation (Government sedans, leased vehicles) for USAR recruiters, Army Reserve Technicians (ART), Production Recruiters (E-7), DRC Liaison NCO and VAC Liaison NCO, RCCC.

- oo Normally, assume custodianship of vacated USAR centers on ratification by area commander.

- oo Be responsible for US Property declared excess to mobilized USAR units in accordance with instructions issued by the area commander.

- o Facilities Engineering.

- oo Develop, for submission to MACOM HQ, the installation's Major Construction - Army (MCA) and Major Construction - Army Reserve (MCAR) Program to include Target Year, Intermediate Range, and Long-Range Programs.

- oo Develop Minor MCA Projects that are urgently needed to support the installation's mission or that of tenant activities.

- oo Develop the installation's current Master Plan and submit annual revisions to MACOM HQ.

- oo Develop and implement an Environmental Protection Program and an Energy Conservation Program in accordance with AR 200-1 and AR 11-1 which encompass the facilities and activities for Active Component (AC) and RC units located on or off the installation.

- oo Provide all essential support services for real property facilities including operation of utilities systems, fire protection, maintenance and repair.

- oo Responsible for real property management, utilization, outgrants, acquisition and disposal in accordance with current regulations.

- oo Prepare Environmental Impact Assessment or Statement (EIA/S) required for acquisition outgrants and disposal

of USAR real property excluding EIA for training exercises.

- oo Prepare project documentation for approval of minor MCAR projects for the RC.

- oo Provide maintenance and repair support for USAR centers.

- oo Provide facilities support as required (to include annual training site support) for USAR units.

- oo Provide training, administrative and logistical facilities.

- o Budgeting, Finance and Accounting.

- oo Responsible for advance planning and programing and receipt of OMAR funds.

- oo Responsible for advance planning and programing of receipt of RPA funds at selected installations.

- oo Responsible for ARNG opening and closing costs for applicable AC and USAR sites.

- oo Responsible for applicable ARNG reimbursement expenditures.

- oo Responsible for providing guidance to USAR activities to insure application of financial controls, and maintenance of control of reimbursable work or services.

- oo Responsible for distribution of annual and quarterly fund ceilings to USAR activities.

- oo Responsible for reviewing, monitoring, utilization of OMAR funds to insure that ceilings are not exceeded.

- oo Responsible for coordinating and providing base operations support in accordance with requirements as submitted by the MUSARC.

- oo Responsible for reviewing and analyzing OMAR budget submissions for format, content, accuracy and adequacy of

justification of unfinanced requirements.

oo Finance and accounting support for the USAR and ARNG is in accordance with AR 5-9 and FORSCOM/TRADOC Supplement 1.

o Public Affairs.

oo Provide area Public Affairs support to tenants or to units satellited on the installation and to AC or RC elements within the installation's area of responsibility as outlined in AR 360-5 and AR 5-9.

o Judge Advocate General.

oo Provide for the administration of military justice and other legal support as required, including the exercise of general court-martial jurisdiction, when applicable, in accordance with AR 5-9, as supplemented, and other pertinent regulations.

o Communications and Electronics.

oo Exercise operational control of US Army Communications Command (USACC) activities supporting the installation.

oo Provide a continuous capability to pass emergency action and other time-sensitive operational messages to tenant commands.

o Automatic Data Processing (ADP).

oo Provide requested ADP support and essential RC training.

oo Provide ADP support to USAR organizations within the installation's assigned geographical area (or as modified by special exception) in processing USAR unit readiness reports using the Installation Readiness System (IRS). Support need not be limited to keypunching and computer time.

(n) Major US Army Reserve Commands (MUSARC), Army Reserve Commands (ARCOM) and USAR General Officer Commands (GOCOM).

1 There are 44 MUSARC which report directly to CONUSA: 19 of these commands are ARCOM and 25 are GOCOM. The mission of the commander of each ARCOM is to command all USAR troop program units (except selective service; units assigned directly to a GOCOM which is not assigned to an ARCOM; or units assigned directly to an Active Component headquarters), reinforcement training units, mobilization designee detachments within the geographic area of responsibility, and those Area Maintenance Support activities assigned. The mission of the commander of each GOCOM designated as a Major US Army Reserve Command is to command, administer, and supervise training, to obtain and maintain mobilization readiness in all organic, attached, and/or assigned units. MUSARC commanders have principal responsibility for the following functions, as applicable.

a Financial Management.

o Programing/Budgeting.

oo Develop requirements.

oo Translate requirements into dollars.

oo Collect dollar requirements and segregate into appropriate budgeting categories based upon priorities of the commander.

oo Transmit requirements to coordinating and supporting installation(s).

oo Maintain liaison with the CI and SI and CONUSA to insure inclusion of MUSARC requirements in CI and SI budget.

o Fund Management.

oo Receive mission funding targets from CONUSA.

oo Coordinate OMAR base operations requirements with the supporting installation to insure that priority items/actions are adequately supported.

oo Receive mission fund expense ceilings from supporting installations and recommend ceilings to

component/subordinate elements based upon priorities of the commander.

- oo Monitor component/subordinate element mission fund expenditures to insure that ceilings are not exceeded.

- oo Adjust mission fund ceilings of component/subordinate elements to accommodate fund reductions or increases transmitted to MUSARC by coordinating installations during the year, or increases or reduced requirement generated by MUSARC units.

- oo Review mission accomplishment against fund expenditure and adjust mission funding actions to maximize performance (PBAC-type functions).

- oo Coordinate year-end mission fund adjustments to achieve efficient utilization.

- oo Prepare and submit Status of Operating Resources (RCS AFCC-2) input.

- oo Review and manage RPA Program. Coordinate program requirements with CONUSA.

b Force Development.

- o Force Structure.

- oo Submit relocation request to CONUSA in coordination with CI and SI.

- oo Recommend the reorganization, redesignation, and stationing of assigned or attached units to CONUSA.

- oo Submit appropriate authorization documents to CONUSA.

- oo Provide input to CONUSA on Troop Action Program, as required.

- o Manpower Management.

- oo Submit Schedule X for justification of

additional personnel requirement in the command.

- oo Manage ART assets in the command.

- oo Establish requirement, procedures, and manage man-day spaces and funds in support of USAR activities.

- o Training.

- oo Develop training plans and policies in accordance with directives from higher headquarters (includes USAR schools).

- oo Supervise the training of units and individuals, to include the review and approval of unit inactive duty training and annual training schedules and programs; furnish guidance and emphasis on participation in Army Service Schools and in National Guard and Active Component OCS.

- oo Coordinate the use of training centers, training areas, and ranges allocated to the command within geographic area of responsibility.

- oo Develop standard mobilization plan, direct preparation of and review unit mobilization documents to include movement plans.

- oo Coordinate, as directed, the USAR competitive marksmanship program within area of responsibility.

- oo Develop and supervise an effective Intelligence Training Program, Information Security Program, and Personnel Security Program for assigned and attached units.

- o Logistics.

- oo Supervise the material readiness program of subordinate units.

- oo Supervise the US Army Reserve Materiel Maintenance Program in accordance with AR 140-15 as supplemented. Operate and manage AMSA and AMSA/ECS as authorized by CONUSA.

- oo Monitor and coordinate supply support by

higher headquarters and supporting installation and establish priorities pertaining thereto.

- oo Redistribution equipment in accordance with instructions in AR 140-40 and AR 710-2.

- oo Monitor and coordinate other logistical support by higher headquarters and supporting installations and establish priorities pertaining thereto.

- oo Supervise the command food service program.

- oo Assist supporting installation and CONUSA in developing and supervising maintenance and operations of facilities and program construction improvements to facilities.

- o Administrative Support.

- oo Coordinate, as directed, Public Affairs activities pertaining to the USAR within area of responsibility.

- oo Supervise the recruiting and retention program of the command.

- oo Oversee the religious, moral, and morale factors of the command. Supervise troop conduct and appearance. Process and issue awards.

- oo Plan, coordinate, schedule, and conduct general inspections of units not inspected by higher headquarters; coordinate and evaluate all reports of general inspections; conduct investigations and inquiries.

- oo Provide personnel services to the command.

- oo Provide legal services to the command.

- oo Provide administrative services to the command.

- oo Responsible for the preparation of the Command Operating Budget and the budget execution review of BPI mis-

sion funding targets allocated for the command's use.

oo Develop and implement civilian personnel management program for ART; designate, in writing, the servicing civilian personnel officer to "act for" them in all matters pertaining to the administration of the civilian personnel program.

oo Responsible for implementation of ARCOM RR/EO Program; provide guidance and monitor the subordinate elements' (down to brigade and separate battalion/equivalent) implementation of RR/EO Program as appropriate.

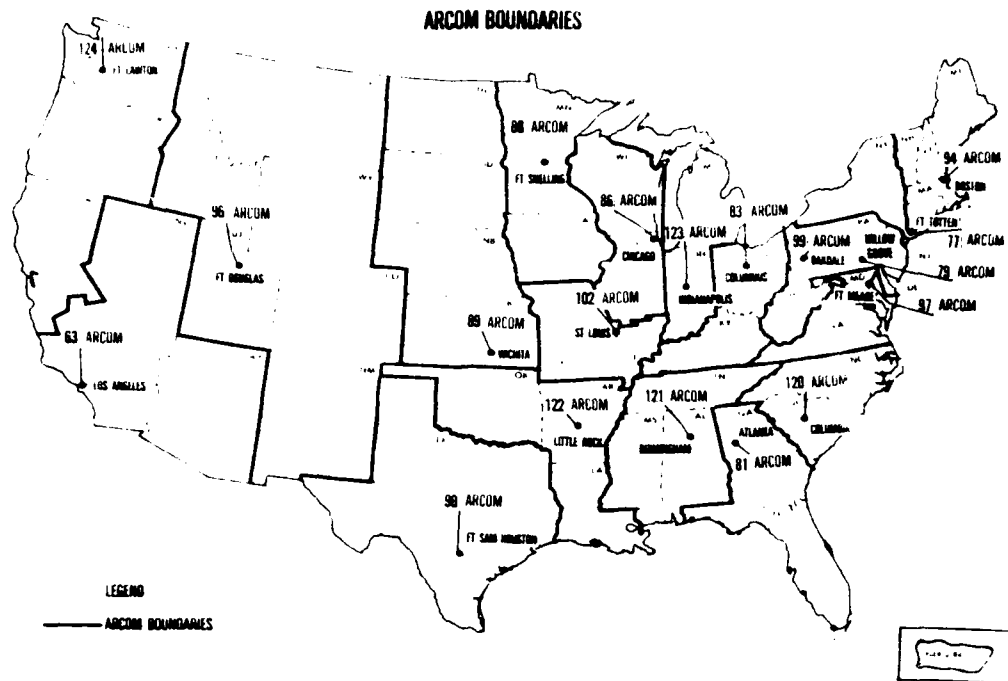
oo Supervise and operate USAR flight facilities within assigned geographical area.

oo Establish and supervise a positive Aircraft Accident Prevention Program.

oo Develop and supervise an effective Physical Security Program for assigned units.

oo Geographic responsibilities and locations of ARCOM are shown below:

Figure 1-17



2 Locations of the GOCOM designated as MUSARC are:

<u>UNIT</u>	<u>HQ LOCATION</u>
70th Div (Tng)	Livonia, MI
76th Div (Tng)	W. Hartford, CT
78th Div (Tng)	Edison, NJ
80th Div (Tng)	Richmond, VA

84th Div (Tng)	Milwaukee, WI
85th Div (Tng)	Chicago, IL
91st Div (Tng)	Ft Baker, CA
95th Div (Tng)	Midwest City, OK
98th Div (Tng)	Rochester, NY
100th Div (Tng)	Louisville, KY
104th Div (Tng)	Vancouver Bks, WA
108th Div (Tng)	Charlotte, NC
75th MAC	Houston, TX
87th MAC	Birmingham, AL
166th Support GP	Ft Buchanan, PR
300th MP PW Comd	Livonia, MI
425th Trans Bde (MT)	Ft Sheridan, IL
420th Engr Bde	Bryan, TX
351st Civil Affairs Area	Mt View, CA
377th Support Bde (Corps)	New Orleans, LA
807th Medical Bde	Mesquite, TX
310th TACOM	Ft Belvoir, VA
412th Engr Comd	Vicksburg, MS
416th Engr Comd	Chicago, IL
ix Corps (Aug)	Ft DeRussey, HI

(o) Army Readiness Regions, Readiness Groups and
Advisors.

1 Army Readiness Regions (ARR), Active Component (AC) organizations, were established during the STEADFAST Reorganization of 1973. The primary mission of ARR is to assist Reserve Component (RC) units, within a specified geographic area, in establishing, achieving, and sustaining unit and individual readiness. The ARR commanders are Major Generals and the ARR headquarters element is authorized approximately 50 personnel. The Readiness Groups (RG) execute the plans for training and assistance for the RC units. They are the operators who provide the day-to-day advice, counsel and support for the RC. A Senior Army Advisor (SRAA) is assigned to each ARNG Adjutant General TAG), Division, and Army Reserve Commands (MUSARC) (such as General Officer Commands -- GOCOM), all brigade size RC organizations, selected battalions, flight facilities and some companies and detachments. Advisors are assigned as officer-enlisted teams and the SRAA at each RC headquarters exercises command and control over the advisors assigned to subordinate RC headquarters.

2 Missions and Functions.

a ARR.

- o Act as the deputy to the CONUSA commander for training and readiness of Reserve Component units within his region and assist the Army Commander in the exercise of Reserve Component responsibilities. All actions pertaining to Reserve Component training within the ARR geographical area of responsibility will be forwarded through the ARR commander unless otherwise directed by the Army Commander.

- o Exercise operational control of MTC within geographic area.

- o Appoint Federal recognition boards for the ARNG and act as reviewing authority for the Army Commander when so directed. If the ARR commander acts as a member of the board, proceedings will be forwarded to CONUSA headquarters for review.

- o Coordinate and supervise Reserve Component training in assigned region. Training related to MIS/ADP will be coordinated through appropriate CONUSA functional element.

- o Evaluate training and readiness status of Reserve Component units on a continual basis and assist them in

establishing, achieving, and sustaining unit and readiness management.

- o Monitor use of Readiness Reports as a tool for training and readiness management.

- o Assist Reserve Component commanders in securing training facilities, training areas, transportation, and other training assistance, giving priority to commanders of nonaffiliated early deploying units. Reserve Component unit training support will be accorded priority over Active Component support.

- o Effect Close coordination between ARR having elements of the same Reserve Component command in respective areas of responsibility to insure readiness assistance programs are in consonance. An ARR, in which division or other major headquarters is located, is responsible for coordinating with the ARR in which divisional units are located. Matters which cannot be resolved at the ARR level will be referred to the appropriate CONUSA headquarters.

- o Provide mobilization planning advice and assistance to Reserve Component units as required to insure understanding and compliance with appropriate plans and directives. ARR is not in the review chain for mobilization planning which follows Reserve Component chain of command to CONUSA.

- o Provide planning advice and assistance as required to Reserve Component units involved in domestic emergency plans developed by the CONUSA.

- o Provide planning advice and assistance to State Adjutants General in preparing supporting Civil Disturbance Plans, as required.

- o Provide Maintenance Assistance and Instruction Team (MAIT) support to USAR units within geographical area of responsibility. Supplemental support may be provided ARNG units in accordance with the provisions of AR 750-51.

- o Direct and supervise assigned functional specialists in providing advice; instruction and assistance in unit personnel advice; instruction and assistance in unit personnel administration, JUMPS-RC, computer services, PAD services, and unit

supply functions to include property books, maintenance, food service, and unit records.

- o Maintain liaison with and conduct staff visits to State Adjutants General, senior ARNG, USAR commands, and general officers commands.

- o Represent the CONUSA commander in civic, veteran, patriotic, and public affairs activities when requested.

- o Command advisors and RG within region.

- o Advise and assist the USAR in maintenance of strength (i.e., recruiting, retention, relocation of personnel), as required, and ARNG upon request within availability of resources and contingent upon priorities.

- o Direct and supervise personnel allocated to provide branch oriented assistance and form teams as necessary to respond to specific requests or as recommended by readiness coordinators.

- o Provide coordination and assistance in establishing appropriate agreements accomplished under provisions of AR 140-1 (Civilian Sponsored Unit Program).

- o Coordinate and supervise the Training Management Program within ARR area.

b RG.

- o Assist the ARR commander in accomplishing his mission.

- o Coordinate with advisors, when appropriate, and provide branch and functional team assistance to Reserve Components located in assigned area.

- o Maintain liaison with and conduct coordination visits to senior ARNG and USAR commands and advisors in area of responsibility.

- o Provide guidance and assistance in ammunition forecasting.

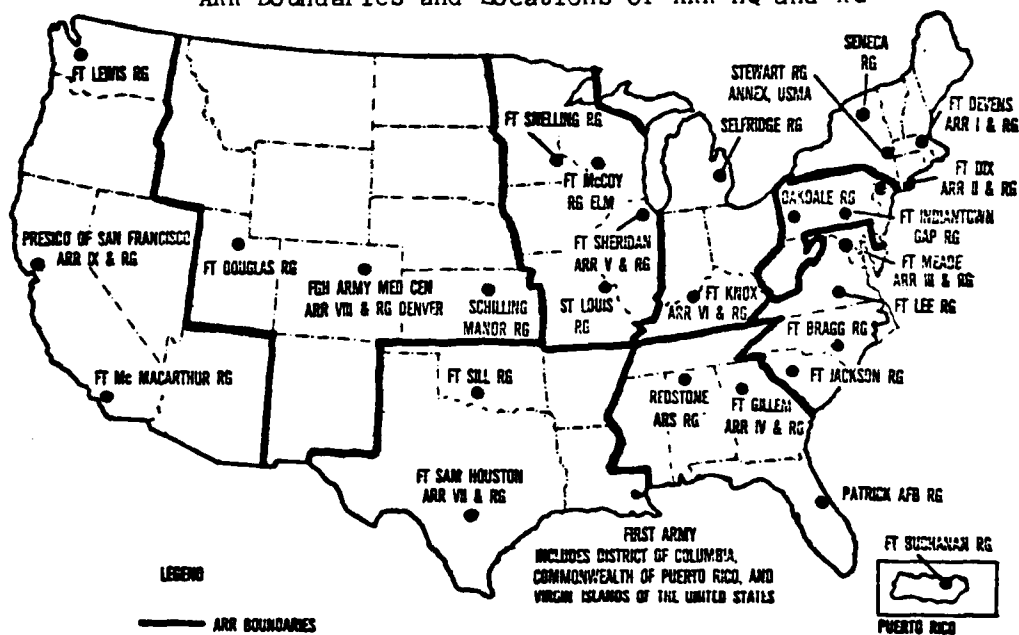
o Perform other functions as directed by the
ARR commander.

c Advisors. Advise and assist RC commanders in matters pertaining to organization, administration personnel, training, operational capability, logistics, and mobilization planning and readiness. Attend scheduled inactive duty and annual training and units advised. Supervise and Coordinate the execution of the ARNG and USAR advisory mission within their assigned area of responsibility. Draft, type, file, and assemble publications, orders, reports and correspondence as required within their capability. Represent, advise and assist the ARR Commander concerning training and readiness of units and other RC matters within the purview of the CONUSA Commander.

Figure 1-18



Figure 1-19



CHAPTER 2 ALTERNATIVE 1

1. Executive Summary.

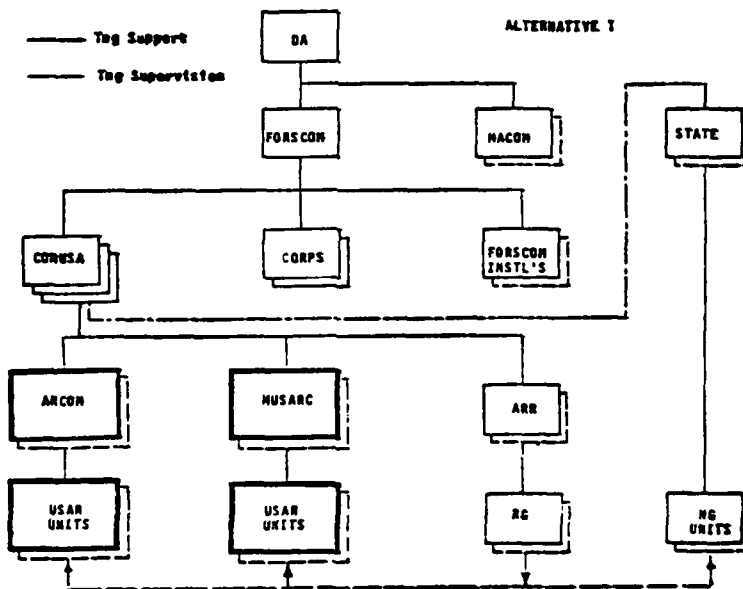
a. Short description. Restructure USAR into functional commands; convert selected ARCOM to functional headquarters.

b. Characteristics.

- (1) HQDA. No change.
- (2) FORSCOM. No change.
- (3) Other MACOM. No change.
- (4) CONUSA. No change.
- (5) ARR HQ. No change.
- (6) RG. No change.
- (7) MUSARC - ARCOM/GOCOM.

Selected ARCOM are eliminated and replaced by functional commands. The 90th ARCOM is converted to a Medical Command (MEDCOM) and the 123d ARCOM is converted to a Personnel Command (PERSCOM). The remaining 17 ARCOM are assigned a post-mobilization mission of commanding selected installations. Three GOCOM MUSARC, the 300th Military Policy Command (MPCOM), the 412th and 416th Engineer Commands (ENCOM), are used to functionalize USAR MP and Engineer units.

(8) Organization Diagram.



c. Resource Summary.

(1) Manpower*

	AC	RC	CIV	
		FT	PDS	DAC ART
NET CHANGE	0	0	+135	0 0

*Includes increase/decrease of -0- AC General Officers (GO) and increase of 2 RC CO.

(2) Costs.	<u>\$000</u>
Annual Operating Costs (Base Line)	<u>146828.7</u>
Annual Operating Costs (Alternative)	<u>147220.7</u>
(Incremental Cost)	<u>+392.0</u>
One-Time Implementation Cost	<u>-0-</u>

d. Comparison w/Base Case.

ADVANTAGES

- o Enhanced functional training and operations.
- o Reduction in the functional training spectrum of the remaining ARCOM will focus greater attention on the training of other units.
- o Two new units are formed; no units are relocated. The AC command structure doesn't change; the USAR structure changes only to the extent of functionalization. Hence, there is minimum cost and turbulence.
- o Two ARCOM with no well-defined post-mobilization mission are eliminated and replaced by TOE functional commands which could be deployed if required or assigned functional post-mobilization missions.
- o Provides valid post-mobilization mission for remaining ARCOM.

DISADVANTAGES

- o Current Army doctrine is not along the functional lines of Tech services, but along composite lines as in SUIP/WARMUP.

- o The perceived unnecessary layering of command and control in RC management is not altered.

- o Would create vertical peacetime chains of command without planned wartime application.

- o Complicates intro-CONUS jurisdictions and further increases CONUSA span of control.

- o Functionalization cannot be applied to all troop program units.

- o Would cause some turbulence, but for marginal gains.

2. Detailed Description.

a. Narrative description:

- (1) HQDA. No change.
- (2) MACOM. No change.
- (3) CONUSA. No change.
- (4) Corps. No change.
- (5) Installations. No change.
- (6) ARCOM/MUSARC/GOCOM/Units.

The entire USAR force structure was analyzed for potential functionalization. This analysis revealed that all Judge Advocate units are functionalized under a JA Detachment Military Law Center, commanded by a colonel.

Functionalization of Army security and military intelligence units is held in abeyance pending the outcome of the Communication-Electronic Warfare Intelligence (CEWI) study.

Analysis also indicated that medical, military police, engineer, personnel, administration and finance units could possibly be functionalized. Although these types of units could be functionalized, there is no identified shortfall of these Theater Army type commands (MEDCOM, MPCOM, PERSCOM and ENCOM). The balance of the USAR structure is not conducive to branch functionalization due to a lack of properly located command and control structure, unit location and CONUSA boundaries. To functionalize medical, military police, engineer, personnel, administration and finance units, the following USAR commands would be established: Medical Command (MEDCOM), Military Police Command (MPCOM), Engineer Command (ENCOM), and Personnel Command (PERSCOM). In each case, overall command and control is vested in a TOE headquarters, augmented, as necessary, for administrative and resource management. These headquarters would exercise direct command of all units of the particular function in their numbered Army area and operational control for training and doctrinal matters of applicable units in the other Army areas.

The current USAR structure contains suitable military police and engineer headquarters to establish MPCOM and ENCOM without the activation of new organizations or the conversion of existing ones.

In the cases of MEDCOM and PERSCOM, suitable headquarters are not in the current USAR structure. MEDCOM would be formed by conversion of the 90th ARCOM at Fort Sam Houston, Texas. PERSCOM would be formed by conversion of the 123d ARCOM at Fort Benjamin Harrison, Indiana. Thus, these commands would be collocated with their counterpart Active Army doctrine and educational centers. USAR units other than medical, personnel, administration, and finance now assigned to the 90th and 123d ARCOM would be reassigned to other ARCOM on a geographic basis.

FORSCOM is currently conducting the Support Unit Improvement Program (SUIP)/Wartime mission Utilization Program (WARMUP) Study. An objective of this study is to assign every CONUS unit a wartime mission and to group the CONUS force into doctrinally composite type organizations such as corps, COSCOM, TAACOM and TRANSCOM.

- (7) ARR - No change.
- (8) RG/Advisors - No change.
- (9) ARNG Interface/Support - No change.

(10) Units - No change.

b. Command Relationships and Responsibility for Area/Subordinate Elements.

(1) Medical Command (MEDCOM). A MEDCOM would be established under TOE 08-111 (ALO-3; 195 spaces) at Fort Sam Houston, Texas. Medical Command would assume direct command of four (4) medical General Officer Commands (GOCOM) in the Fifth Army area. MEDCOM would exercise operational control (OPCON) for training and medical doctrinal matters, of four medical GOCOM in First Army and one medical GOCOM in Sixth Army. See Inclosure 1 for medical map.

The medical GOCOM in First and Sixth Armies would be removed from the command of the Army Reserve Commands (ARCOM) and would become independent Major U. S. Army Reserve Commands (MUSARC). Medical GOCOM in Fifth Army would remain as GOCOM commanded by the MEDCOM which would then be the sole medical MUSARC in the Fifth Army area. These medical MUSARC and GOCOM would command all other USAR medical units on an area basis.

The 90th ARCOM, currently located at Fort Sam Houston, Texas, would be disestablished. Its spaces and facilities would be used to create and house the MEDCOM. Non-medical units now reporting to the 90th ARCOM would be transferred to the 122d ARCOM at Little Rock, AK.

(2) Military Police Command (MPCOM). The 300th Military Police Prisoner of War Command at Livonia, Michigan, currently a MUSARC, becomes MPCOM and assumes command of all military police units in Fifth Army. MPCOM exercises operational control for training and military police doctrinal matters of two (2) MP brigades in First Army and one (1) MP brigade in Sixth Army. See Inclosure 2 for MP map.

The brigades in First and Sixth Armies would be removed from the command of ARCOM and would become MUSARC. The brigades would command all other USAR military police units on an area basis.

Organization of USAR military police units, as outlined above, does not involve disestablishment or conversion of any existing ARCOM. Certain ARCOM would lose MP units currently assigned or attached.

(3) Engineer Command. Currently there are two (2) engineer commands in the USAR, the 412th Engineer Command at Vicksburg, MS and

the 416th Engineer Command at Chicago, IL. Both of these commands would be retained. The 412th would command all engineer units in First Army, through the 411th Engineer Brigade (a GOCOM) and/or the four groups and 16 battalion headquarters in the Army area. The 416th would command all engineer units in Fifth Army through the 420th Engineer Brigade (currently a MUSARC) and/or the five group and/or 12 battalion headquarters in the Army area. In addition, the 416th would exercise operational control, for training and engineer doctrinal matters, of the engineer units in Sixth Army which has no major engineer headquarters. See Inclosure 3 for Engineer Map.

The 411th Engineer Brigade would be removed from the command of the 77th ARCOM and function as a GOCOM under the 412th Engineer Command. The 420th Engineer Brigade would cease to be a MUSARC and would function as a GOCOM under the 416th Engineer Command. These brigades would in turn command the engineer units which would be removed from the ARCOM to which they are now assigned. Non-engineer units not organic to engineer battalions, groups and brigades currently assigned or attached to engineer headquarters for administrative or geographic reasons would remain under the ARCOM. In Sixth Army, the engineer command and control structure consists of only three (3) battalion headquarters. Because a battalion headquarters does not have the resources and expertise to function as a GOCOM or MUSARC, the battalions headquarters in Sixth Army would remain under the command (less the operational control described above) of the ARCOM. FORSCOM is studying the feasibility of converting the 416th Engineer Command to a Facilities Engineering Command to oversee real property management in the USAR. In the event that the conversion takes place, the arrangement outlined above would be modified as follows:

The 412th Engineer Command commands engineer units in First Army and exercises operational control, for training and engineer doctrinal matters, of engineer units in Fifth and Sixth Armies. The 420th Engineer Brigade would remain a MUSARC commanding engineer units in Fifth Army. Because of the absence of engineer headquarters higher than battalion in Sixth Army, the Engineer Command's operational control of the three battalion headquarters in Sixth Army would most logically be exercised through the 420th Engineer Brigade. The OER scheme would be adjusted accordingly.

(4) Personnel Command (PERSCOM). PERSCOM would be created by conversion of the 123d ARCOM at Ft Benjamin Harrison. PERSCOM would command all personnel, finance, and administration units in Fifth Army and exercise operational control for training, doctrinal

matters and functional operations of these type units in First and Sixth Armies. See Inclosure 4 for Personnel Map. Command in Fifth Army and Operational control in First and Sixth Armies would be exercised through the Personnel and Administration (P&A) Battalion headquarters in the Army areas. P&A battalions would command units on an area basis. P&A Battalions headquarters in First and Sixth Army remain under the command (less operational control) of the ARCOM to which currently assigned or attached since a battalion headquarters cannot function as a MUSARC or CCOM.

This organization would provide not only functional training and doctrine but would also direct actual employment of the personnel, finance, and administration units in providing their services to other USAR units on an area basis. This would improve administrative efficiency and encourage standardization. The fact that PERSCOM would be located at Ft Benjamin Harrison would allow it to interface directly with the Active Army administration and finance centers. This would be of great value in the Army's effort to achieve compatibility between Active and Reserve finance and personnel systems which is essential to transition from peacetime to wartime.

This organization involves the conversion of the 123d ARCOM whose spaces and facilities would be used to man and house PERSCOM. Units, other than personnel, administration, and finance, now assigned to the 123d ARCOM would be transferred to the command of the 102d ARCOM.

In First Army, all medical, military police, and engineer units would be transferred from an ARCOM to a functional command.

In Fifth Army all medical, military police, engineer, personnel, administrative and finance units except those currently assigned to the 300th MP PW Command, 416 ENCOM or the 420 Eng Bde would be transferred from an ARCOM to a functional command.

Sixth Army would also transfer engineer technical training to Fifth Army, where the 416th ENCOM is located.

The remaining 17 ARCOM are assigned a post mobilization mission of commanding the installations as indicated below:

Proposed Mobilization Stationing For ARCOM

<u>STATE OWNED/OPERATED</u>		<u>REMARKS</u>
Camp Atterbury, IN	5004th USARG	Notes 2 and 4
Camp Grayling, MI	83d ARCOM OH & 5064th USAR	Notes 1, 2 and 5
Camp Ripley, MN	88th ARCOM MN	Notes 1 and 2
Camp Shelby, MS	121st ARCOM ALA 3397th USARG TN	Note 2 and 5
<u>ACTIVE/SEMI-ACTIVE</u>		
Ft Bragg, NC	120th ARCOM SC	Notes 2 and 3
Ft Campbell, KY	99th ARCOM PA	Notes 1 and 2
Ft Carson, CO	96th ARCOM UT	Notes 2 and 5
Ft Chaffee, AR	4003th USARG OK	Notes 2 and 5
Ft Devens/Edwards, MA	94th ARCOM MA	Notes 1 and 2
Ft Drum, NY	77th ARCOM NY & 1209th USARG NY	Notes 1, 2 and 5
Ft Hood, TX	122d ARCOM TX & 4013th USARG LA	Notes 1, 2 and 3
Ft I-Gap, PA	79th ARCOM PA & 2122d USARG MD	Notes 1, 2 and 5
Ft Lewis/Gowen Field, ID	124th ARCOM WA	Notes 2 and 5
Ft McCoy, WI	86th ARCOM IL	Note 2
Ft Meade, MD	97th ARCOM MD	Note 2
Ft Ord, CA	91st Thg Div	Notes 2 and 3
Ft Polk, LA	102d ARCOM MO	Notes 2 and 3
Ft Riley, KS	89th ARCOM KS	Note 2
Ft Stewart/Hunter, GA	81st ARCOM GA	Note 2
<u>OTHER INSTAL w/USARG</u>		
Camp Roberts, CA	6211th USARG CA	Notes 1 and 2
Ft Hill, VA	3220th UARG FL	Note 2
Ft Irwin, CA	63rd ARCOM CA	Notes 1 and 5
Ft Pickett, VA	2174th USARG VA	Note 2

- Note 1: RC Cbt Division mobilization stations.
- Note 2: Mobilization stations for non-divisional combat, combat support, and combat service support units to include brigades and armored cavalry regiments.
- Note 3: These mobilization stations will host USAR training divisions and support operation of Army Training Centers.
- Note 4: Atterbury is currently a TRADOC owned, state-operated installation which becomes a subpost of Ft Harrison upon mobilization.
- Note 5: ARCOM will be prepared after M+4 months to form base for new combat division.

Upon receipt of its mobilization alert order, the ARCOM headquarters would move to assigned installations and be in position to command the installation as soon as possible.

c. Functions and Responsibilities.

All ARCOM would transfer, to the medical, Military Police and Engineer MUSARC, their functions as outlined in FORSCOM Reg 10-42. Sixth Army has no Engineer MUSARC, consequently, the ARCOM would retain for the engineer units all functions except technical training and evaluation.

Sixth Army has no engineer or personnel commands consequently only medical and military police units would be transferred from ARCOM to functional commands.

First and Sixth Armies would transfer their medical, military police, personnel, administrative and financial technical training and readiness responsibilities to Fifth Army. The MEDCOM, MPCOM, and PERCOM are located in Fifth Army.

ARCOM in Fifth Army would transfer their functions as outlined in FORSCOM Reg 10-42 for personnel, administrative and finance units to the PERCOM. ARCOM in First and Sixth Army would transfer only the technical training and evaluation functions to the PERCOM.

The four (4) functional commands and all subordinate units will no longer be under the command and control of ARCOM with one exception.

The exception is in Sixth US Army where the command structure is only to the battalion level for engineer units. Accordingly, there is no functional engineer MUSARC to be directly by Sixth US Army. Engineer units would therefore be commanded by and receive all their administrative support etc., from their present ARCOM. Operational control would be through the 416th ENCOM. Four of the eight headquarters converted to MUSARC are established as the functional command headquarters and would be under the command and control of Fifth US Army. Functional command will provide technical guidance, but CONUSA will continue to provide training assistance and evaluation.

Units in the four functional commands will no longer be under the command and control of an ARCOM (with exception noted in para 2.b). Command and control responsibility will be as noted in para 2.b.

d. Staffing Concept.

MEDCOM would be formed by converting the assets of the 90th ARCOM into a HHC Medical Command (TOE 8-111H) at ALO 3. PERSCOM would be formed by converting the assets of the 123d ARCOM into a HHC Personnel Command (TOE 29-111H) at ALO 3. The MEDCOM, MPCOM, ENCOM and PERCOM in Fifth Army would be MUSARC. This would require TOE Augmentation to provide resource management capability.

Under the current ARCOM staffing model, the remaining 17 ARCOM TDA may require adjustment.

(1) Type Staff.

The newly formed commands would have functionally staffed TOE.

(2) Rationale for Staffing.

Organization under respective TOE, provides necessary capability for peacetime command and control. More important, however, is the capability to provide direct technical training to every unit within a command. Additionally, this type organization is deployable and adds flexibility to DA planners.

The eight (8) GOCOM in First and Sixth Army which become MUSARC, require TOE augmentation indicated in Table 2-1.

Table 2-1
TOE Augmentation

005	00	DCSRM						
005	01	DCSRM	06	45A00	K	32000000000	1	1
005	02	AUDITOR	03	44800	K	32000000000	1	1
005	03	SR FIN NCO	E9	73250	NC	I	32000000000	1
005	04	FIN NCO	E7	73C40	NC	I	32000000000	1
005	05	PAY SP	E5	73C20	I	32000000000	2	2
		PARAGRAPH TOTAL					6	6
005A	00	PRCG & BUD DIV						
005A	01	CH. PROG BUD	05	45B00	K	32000000000	1	1
005A	02	BUD OFF	04	45300	K	32000000000	1	1
005A	03	PRCG ANAL	03	45B00	K	32000000000	1	1
005A	04	ACCT SP	E6	73D30	NC	I	32000000000	1
		PARAGRAPH TOTAL					4	4
005B	00	MGT DIV						
005B	01	MANPOWER ANAL	04	54A00	K	32000000000	1	1
005B	02	MGT ANAL	03	45C00	K	32000000000	1	1
005B	03	FS OFF	03	54A00	K	32000000000	1	1
		PARAGRAPH TOTAL					3	3

e. Stationing.

This alternative will require no stationing changes in either the AC or PC. In addition there will be no organizational changes in the AC and only minimal changes in the RC. These changes consist of headquarters conversions with minimum staff changes (see para 2.d).

f. Effects on Management Systems.

(1) Personnel.

PERSONNEL formation should improve Personnel management in the USAR.

(2) Logistics.

No change.

(3) Finance.

PERSONNEL (with its financial knowledge/capability) should improve USAR finance management.

(4) ADP/Communications.

No change.

g. Resource Summary.

(1) Manpower.

Actions:	RC PAID DRILL				CIV	
	OFF*	WO	ENL	TOT	DAC	ART
Decreases						
Inactivate 90th ARCOM	66	4	75	145	0	0
Inactivate 123rd ARCOM	67	5	84	156	0	0
SUB-TOTAL	133	9	159	301	0	0
Increases						
TOE Aug (8 MUSARCs)	64	0	40	104	0	0
Activate MEDCOM	70	3	122	195	0	0
Activate PERSCOM	47	1	89	137	0	0
SUB-TOTAL	181	4	251	436	0	0
Net Impact	+48	-5	+92	+135	0	0

* Includes the following General Officer changes:

Action: Function	USAR			ARNG	
	AC	FT	PDS	FT	PDS
Cmd Act	0	0	+6	0	0
ARCOM Inactivation	0	0	-4	0	0
Net Impact	0	0	+2	0	0

(2) Costs.

(a) Annual Operating Costs.

	(000)			
	MIL	CIV	OTHER	TOTAL
	PERS	PERS	O & M	
	COST	COSTS		
CURRENT ANNUAL COSTS	94501.3	32490.2	19837.2	146828.7
	94873.3	32490.2	19857.2	147220.7
ALTERNATIVE ANNUAL DECR/INCR FORMATION OF 8 TOE AUGMENTATIONS, PERSCOM AND MEDCOM	+372.0	- 0 -	+20.0	+392.0
ALTERNATIVE ANNUAL COSTS	94873.3	32490.2	19273.1	146636.6

(b) One-time Implementation Costs.

	<u>FY 81</u>	<u>FY 82</u>	<u>TOTAL</u>
o Military Personnel Movement	-0-	-0-	-0-
o Civilian Personnel Movement	-0-	-0-	-0-
o Civilian Personnel Severance	-0-	-0-	-0-
o Homeowner's Assistance	-0-	-0-	-0-
o Equipment/Materiel	-0-	-0-	-0-
o Facilities	-0-	-0-	-0-
o Other	-0-	-0-	-0-
TOTAL	-0-	-0-	-0-

h. Comparisons.

(1) Advantages.

(a) Formation of functional commands will provide technical training and evaluation. This highly specialized and concentrated effort will improve training and operation.

(b) As units are from ARCOM, to form the functional commands, there will be a resultant reduction in the number of units ARCOM command. Also, there will be a reduction in the number of branch functions requiring ARCOM attention. This will allow the ARCOM to focus more time on fewer units with a narrower field.

(c) Only two new units are formed; no units are relocated. The AC command structure doesn't change; the USAR structure changes only to the extent of functionalization. Hence, there is minimum cost and turbulence.

(d) Functionalization will create TOE commands which are potential deployable assets.

(e) Assigns to remaining ARCOM the post mobilization missions of commanding installations. Considering the M-Day of the active units and the large numbers of units and training loads, this is a valid mission.

(f) As training improves through functionalization, morale and training will improve. This will enhance retention and eventually recruiting.

(2) Disadvantages.

(a) Current Army doctrine is not oriented along technical lines. Orientation is to composite type organizations wherein combat and combat support units are assigned to CORPS and combat service support units are assigned to COSCOM, TAACOM and TRANSCOM.

(b) The perception exists that there is unnecessary layering in the AC management of the RC. This alternative does not change the current AC management structure.

(c) Functionalization creates stovepipe commands which as such are not deployable. Further there is no current identified

shortfall in Theater Army type commands.

(d) Functionalization will cross CONUSA, ARR, RG and ARCOM boundaries. This will create problems and complicate training management.

(e) Reorganization and functionalization will cause turbulence. Operational turbulence may be continuous.

C-O-R-R-I-G-E-N-D-U-M

1. Space Requirements.

a. A space requirement of 1010 military spaces for the Corps Signal Brigade has been used throughout the analysis and evaluation of organizational alternatives.

b. During coordination of the draft report, FORSCOM proposed that this requirement could be reduced to 691 spaces. This proposal was staffed and agreed to by the ARSTAFF.

c. Although 691 is the recognized requirement, entries on the following pages have not been changed from 1010 to 691. This would be a relative change in each alternative that would not affect relative evaluation and ranking.

2. Dollar Costs. Dollar costs stated for each alternative represent a total systems cost (including military personnel salaries and full equipment procurement) for comparative purposes only. Actual impact on the Army Budget to implement a given alternative would be considerably less depending on manpower and equipment traffic established.

Chapter 3
ALTERNATIVE 2

1. Executive Summary.

a. Short Description. Inactivate ARR; organize one additional AC corps; provide additional mob planners to HQDA, CONUSA and all mobilization stations.

b. Characteristics.

(1) HQDA. A dedicated staff group is formed for up to two years to develop and implement an Army Mobilization Planning System (AMPS). Manpower spaces for the AMPS group are from current HQDA authorized or overstrength positions.

(2) FORSCOM. Additional mobilization planning assets are provided to HQ FORSCOM.

(3) CONUSA. Increase strength to provide personnel for: readiness evaluation and coordination functions previously performed by ARR; additional DCG for functions previously performed by ARR commanders; and for OPCON for mobilization planning (for RC units) of all mobilization stations.

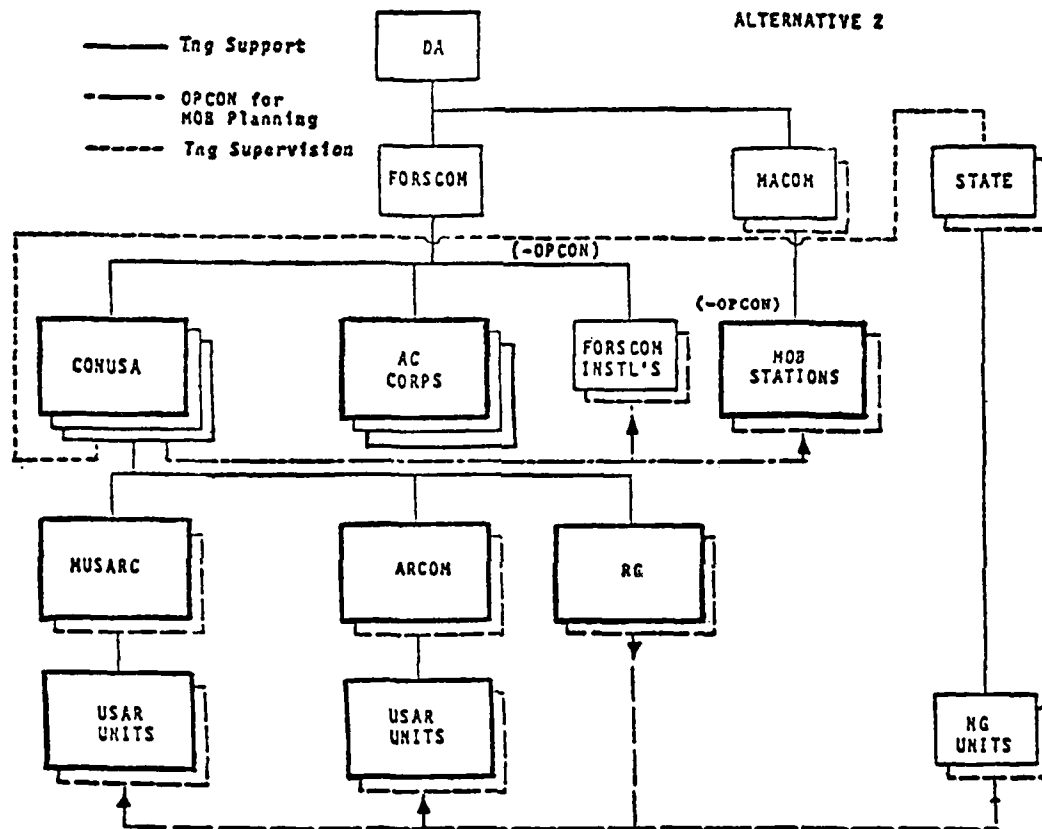
(4) AC Corps. Organize one additional AC corps. Assign most AC units to the three corps. Majority of the new corps support elements are in the RC. Dedicated personnel assets are provided to administer and enhance the expanded affiliation program.

(5) Installation. Additional dedicated mob planning assets are provided for most mobilization installations. Those installations with peak mobilization loads of 20,000 personnel or greater are authorized two dedicated mobilization planners.

(6) ARCOM/MUSARC. ARCOM are given post mobilization mission to prepare to form the base for new combat divisions and command of selected mobilization stations.

(7) GOCOM/RC/Units. Battalion level advisors are eliminated.

(8) Organization Diagram.



c. Resource Summary.

(1) Manpower*

	<u>AC</u>	<u>RC</u>	<u>FT</u>	<u>DAC</u>
Inactivate ARR	- 339	-15		-97
Eliminate Bn Advisors	- 161			
Added CONUSA RCD/DCG**	+ 128			+20
Added CONUSA Mob Planners	+ 9			+ 3
Added FORSCOM Mob Planners	+ 3			
Added Corps HHC	+ 329			
Added Corps Signal Bde	+1010			
Added Corps Affiliation Mgrs	+ 3	+ 6		
Added BASOPS				+33
Mobilization Sta. Planners	+ 23			+41
Net Impact	+1005	- 9		0
(Net Impact without Signal Add on)	- 5	- 9		-39

*No net change in GO spaces.

**Readiness Coordinator Division and Deputy Commanding General Sections.

(2) Costs.

	(000)
Annual Operating costs (Base Line)	\$146,828.7
Annual Operating Costs (Alternative)	\$158,773.3
(Incremental Cost)	\$ 11,944.6
Annual Operating Cost w/o Signal add on	\$144,604.4
One time Implementation Cost	+\$ 57,340.3

d. Comparison with the Base Case.

ADVANTAGES

- o Reduces unnecessary layering between CONUSA, ARR and RCG.

- o Reduces FORSCOM AC span of control.
- o Provides additional required corps headquarters and enhances readiness of assigned units.
- o Provides a more effective use of AC command and control structure.
- o Affiliation program for all RC units designated to round out the corps.
- o Provides valid defined post mobilization mission to all headquarters.
- o Provides additional dedicated assets to each level of command for mobilization planning.

DISADVANTAGES

- o Increases CONUSA functions.
- o May create perception of reduced AC support to RC units.
- o Depth and detail of knowledge of RC units by AC coordinators may be reduced.
- o Requires additional resources to activate the corps HHC and required signal support.

2. Detailed Description.

a. Narrative.

This alternative has no major impact upon organization, procedures, operations or resources at departmental level. The addition of one active corps headquarters does however, enable the Army to satisfy contingency requirements for one additional deployable corps. Assets are provided to staff a dedicated element within the DA staff to develop a mobilization planning system for up to a two year period.

This alternative reduces FORSCOM's active component span of control, by having most major units assigned to one of the three active corps headquarters which are subordinate to FORSCOM. This is a reduction of seven major units from the current structure, in which 51

major/minor active component units/installations report to FORSCOM.

Retaining functions that lend themselves to centralized control under the management of FORSCOM and delegating other functions which require on-the-scene action to the corps commanders should enhance overall readiness.

FORSCOM Reserve Component span of control is essentially unaffected by this alternative as the three CONUSA remain as the first below FORSCOM for command and control of all USAR units, and for training supervision of ARNG units.

Funds continue to flow from HQDA to FORSCOM to installations. This is consistent with existing procedures and does not require an increase in the manpower requirements at the Corps headquarters for resource management functions. FORSCOM continues to provide financial management and resources to the appropriate installation for both active and reserve component units.

Mobilization and mobilization station planning is enhanced by the addition of dedicated assets to FORSCOM and its subordinates through installation level.

The TRADOC installation commanders' relationship to resident FORSCOM units remains unchanged. School support for TRADOC provided by FORSCOM combat units remain unchanged, but is monitored by corps to insure balance within combat readiness goals.

All Mob stations less HSC are OPCON to the CONUSA for RC unit mobilization planning. CONUSA staffs are increased to perform this task.

The three Continental US Army (CONUSA) Headquarters retain essentially the same structure, missions, and functions as currently assigned. Major changes in the revised structure are that Army Readiness Regions (ARR) are eliminated and each CONUSA Headquarters is assigned two Deputy Commanders, with small staffs, who continue to perform functions formerly executed by the Army Readiness Region (ARR) Commanders, e.g., interface with State Adjutants General. Each CONUSA is assigned a Readiness Coordinator Division (RCD), which continues RC training and readiness monitoring and assistance. RCD are assigned to the Deputy Chief of Staff, Readiness and Training (DCSRT) in First Army and to the Deputy Chief of Staff, Training (DCST) in Fifth Army and Sixth Army. Readiness Groups remain as currently configured. Advisors are assigned to the CONUSA and super-

vised by the DCG.

All battalion level advisors are eliminated. The implementation of full time manning and the continued efforts of the RG in support of all RC units fills the void created by the elimination of battalion advisors. Additionally, affiliation units are provided assistance by the sponsoring unit. This action eliminates the duplication of functions that exists between Battalion advisors and the RG. These assets can best be utilized in providing critical dedicated mobilization planning assets for all mobilization installations, CONUSA and corps.

Army programming documents cite a requirement for an additional early deployable tactical corps headquarters in the event of certain contingencies. Geographical orientations of the corps are specified. The current force contains insufficient active corps headquarters, leaving a shortfall. Considering the time elements of certain deployment plans, one corps headquarters should be organized and trained prior to mobilization. One of the essential elements of training tactical corps headquarters and supporting commands is the capability of conducting command post and field training exercises with full command and control representation, including communications. The minimum signal requirement that must be activated in the AC is the Signal Brigade HHC, corps command operation battalion and the corps radio battalion. The HHC plus the two battalions organized at ALO 3 require a total of 1010 spaces.

The activation of the required units enables the corps to meet required deployment dates, and provides the essential elements of the Corps Signal Brigade. The remaining required brigade signal units will be identified in the RC by WARMUP or will be provided by reorganization/activation of RC units. If the required spaces cannot be provided in one year, recommend time phased activations over a three year period.

Activation of a third corps headquarters and certain required corps structure for FORSCOM. This action would reduce the FORSCOM AC span of control significantly. Additionally this action creates relationships structure for FORSCOM. This action would reduce the FORSCOM AC span of control significantly. Additionally this action creates relationships in peacetime similar to those of war, and enhances training and readiness of both RC and AC units.

The added corps headquarters and supporting elements can best be

accommodated at Fort Lewis, WA. Each of the 3 AC corps command the installation to which it is assigned. Division Commanders, not collocated with a Corps Hq, command their installations. The corps is responsible for the combat readiness of all assigned and attached units. Although readiness reporting continues to flow directly from installation to FORSCOM, the corps commander monitors all aspects of readiness of the organizations under his command. The action results in these specific advantages:

(1) Increased standardization in interpretation of FORSCOM policies and guidance.

(2) Standardization of implementation and evaluation of the ARTEP.

(3) Increased capability to spot the need to act to cross-level existing materiel assets to meet real-time training and operational requirements.

(4) Valuable cross-feed of information on problems, challenges and solutions between major units on a more timely basis.

(5) More frequent training and operational readiness team visits.

Each corps commander will rate and the commander FORSCOM will indorse all assigned division and separate Bde/Gp commanders.

Reserve component units are assigned to fill out the required headquarters command and control elements and the subordinate unit structure of the new corps. RC units have a peacetime affiliation relationship with the corps similar to that currently in being in CONUS between combat RC and AC units. Both RC and AC dedicated assets are provided to each corps Hq for management and enhancement of the expanded affiliation program.

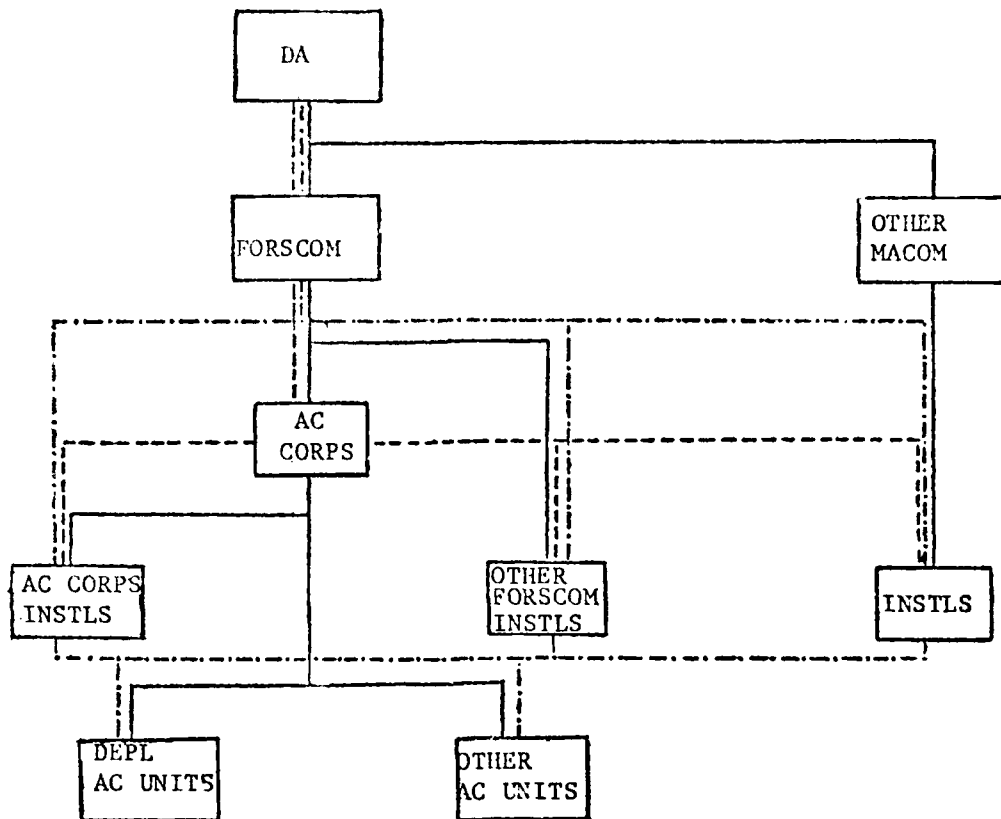
b. Command Relationships and Responsibility for Area/Subordinate Elements.

(1) FORSCOM.

Command relationship between FORSCOM Hq and its corps remain essentially unchanged except that most FORSCOM units are commanded by one of the three corps. Command and funding responsibilities are shown

below.

Figure 3-1
Command and funding Responsibilities



(2) CONUSA.

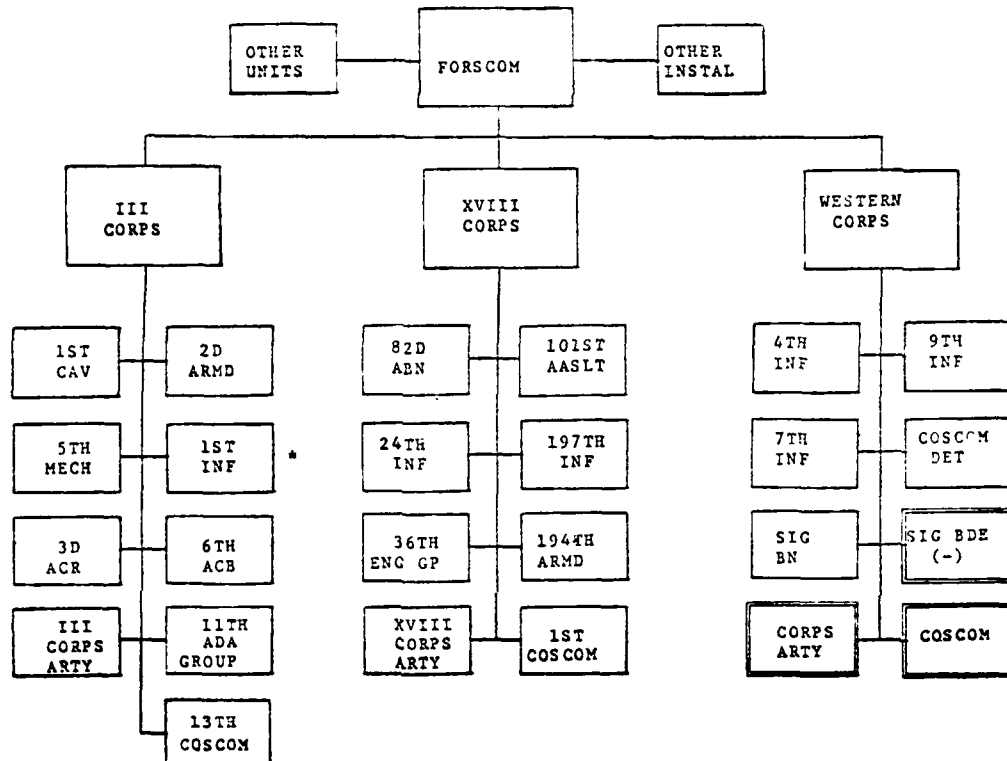
CONUSA command all USAR units, RGs, advisors and exercise operational control of the Maneuver Training Commands in the Army area. The two assigned DCG perform the major functions formerly done by the ARR commanders.

(3) Corps.

(a) All major AC combat and combat support units are

assigned to the three corps as shown in figure 3-2 below:

Figure 3-2
FORSCOM Command Lines



*Command less OPCON

(b) Reserve component units are designated to fill out the headquarters command and control elements and the subordinate combat support and combat service support unit structure of the new corps. RC units have a peacetime affiliation relationship with the corps similar to that currently in effect for combat units. RC units to fill out the corps will be identified by the SUIP and WARMUP programs now in progress at FORSCOM.

(c) The corps commander, in accordance with FORSCOM directives, develops training guidance and requirements, and reviews training programs; recommends to FORSCOM, on an exception basis, funding adjustments between units/installations; insures standardization of training under applicable FORSCOM directives; and monitors program accomplishment.

(d) III Corps - commands Ft. Hood, the 2d Arm'd Div, 1st Cav Div, 5th Inf Div(M), 6th ACB, and all other FORSCOM units at Ft. Hood. The 1st Inf Div(M) is assigned less operational control. The commander, 5th Inf Div(M) and 1st Inf Div(M) would continue to command Ft. Polk and Ft. Riley respectively, plus all assigned units.

(e) XVIII Abn Corps - commands Ft. Bragg, NC, the 82d Abn Div, 101st Div (AASLT), 24th Inf Div, and all other FORSCOM units at Ft. Bragg. The commander, 24th Inf Div and 101st Div (AASLT) would continue to command Ft. Stewart and Ft. Campbell, respectively, plus all assigned units.

(f) Additional Corps - commands Ft. Lewis, the 9th Inf Div, 4th Inf (Div(M) and the 7th Inf Div and all other FORSCOM units at Ft. Lewis. The commanders of the 4th Inf Div and 7th Inf Div command Ft. Carson and Ft. Ord respectively plus all assigned units.

(4) Installations.

On TRADOC installations the command relationship of FORSCOM units remains unchanged. The flow of funding documents, and normal financial management reporting responsibilities, remain the responsibility of the installation commander.

TRADOC school support by FORSCOM combat units remains unchanged, but would be monitored closely by the corps to insure combat readiness.

Upon deployment of the corps, remaining AC units and mobilizing RC units will be commanded by the installation commander.

c. Functions and Responsibilities.

(1) HQDA.

Dedicated assets provided to HQDA to accomplish mobilization planning. See Inclosure 1.

(2) CONUSA.

(a) CONUSA retain all presently assigned missions, to include peacetime and mobilization responsibilities.

(b) Mobilization stations belonging to other MACOM are OPCON for RC unit mobilization planning to the CONUSA. CONUSA staffs are increased by the assignment of 2 majors and 2 GS-11 to perform this task. A detailed explanation of the OPCON relationship is at Inclosure 10.

(c) The following functions, formerly assigned to or accomplished by the ARR become responsibilities of the appropriate CONUSA staff elements:

1 Federal Recognition Board responsibility, presently accomplished by the ARR will be accomplished by the DCSPA.

2 The CONUSA Office of Retention assumes management of the strength retention functions formerly accomplished by the ARR.

3 Requirements of AR 140-1 (Civilian Scored Unit Program) is the responsibility of CONUSA PAO.

4 The CONUSA Mobilization and Plans Office, or other CONUSA appropriate planning office, in coordination with the Senior Army Advisor to the State Adjutants General, provides the advisory and assistance role in preparing Civil Disturbance Plans; review and concurrence in installation mobilization deployment support plans; and represents the CONUSA at mobilization coordination meetings between mobilization units and installations.

5 Those functions related to manpower, logistics, funding and others formerly required in the ARR for the administrative management of the RG are transferred to the appropriate CONUSA staff section.

6 All former ARR functions related to training and readiness of Reserve Component units are assigned to the DCSRT (First Army) and DCST (Fifth and 6th Army) who utilize the entire staff in accomplishing the tasks.

(d) The following functions formerly assigned to the ARR are eliminated:

1 Effect coordination between ARR having elements of the same RC commands in adjacent areas.

2 Establish an Operations and Readiness Center (ORC).

3 Prepare to operate on a 24-hour per day basis.

4 TMDO Branch of the ARR is eliminated. RG TMDO in coordination with the CONUSA are responsible for training management in their assigned areas.

(4) Corps.

(a) The additional corps had the mission of commanding all assigned units and command of Ft. Lewis.

(b) III Corps and XVIII Corps will command all assigned units and Ft. Hood and Ft. Bragg respectively.

(5) Installations.

Assets obtained from the elimination of Bn level advisors enable establishment of dedicated mobilization planning elements at each mob station (MS). The number of planners will be a function of the installation size and mission as well as its planned mobilization load.

There will be one dedicated military mobilization planner for each mob station with a projected mobilization population over 3,000. For those 22 active MS whose peak projected mobilization population exceeds 20,000, one additional planner is authorized. Thus, a total of 64 spaces will be used to create dedicated mobilization planners at MS. The assets designated for state-operated installations will be assigned to a nearby active MS as shown below:

Table 3-1
Responsibility for Dedicated Mobilization Planners.

<u>State-Operated MS</u>	<u>Active MS</u>
Camp Atterbury	Ft. B. Harrison
Camp Grayling	Ft. Sheridan
Camp Ripley	Ft. Sheridan
Camp Roberts	Ft. Ord
Camp Shelby	Ft. Polk
Ft. Irwin	Ft. Ord
Gowen Field	Ft. Lewis

Those assets are in addition to those personnel designated in current TDA and functions manuals. The additional dedicated assets at each installation should be placed under the installation DPT. Assignment by installation is at Inclosure 2.

(6) ARCOM.

All ARCOM are given a post mobilization mission to command certain mobilization installations and prepare to form the base for new combat divisions after M+4 months. A listing of mob stations and ARCOM are at Inclosure 3.

d. Staffing Concept.

(1) HQDA - A dedicated staff organization is established for up to two years to develop and implement the Army Mobilization Planning System (AMPS). The AMPS office is under the direct, full time supervision of a major general serving as a special assistant to the CSA. Eighteen personnel are provided. A discussion of the AMPS is at Inclosure 1.

(2) FORSCOM is assigned three additional mobilization planners (2 officers, 2 civilian) to augment the current mobilization planning staff. These additions better enable FORSCOM to maintain a detailed current mobilization plan.

(3) CONUSA.

(a) Organizational and Operational Concept.

1 Two Major General Deputy Commanders (DCG) are

assigned to each headquarters to assume functions formerly assigned to the ARR commanders. The DCG will not be utilized to provide daily supervision of the CONUSA staff but will devote full time to RC advice, training and supervision. Their areas of responsibility will be as determined by the CONUSA commander. Two DCG are considered the minimum number essential, given the number of subordinate units and geographical dispersion and distances.

2 The Readiness Coordination Divisions of the DCSRT or DCST provide required Reserve Component training and readiness data, advice and support to the DCGs. The Division will become a subordinate element of the DCSRT and DCST, and will respond through them to the Deputy Commanding Generals.

(b) Rationale for Staffing.

1 Proposed staff elements were formed based on the existing structure, locations, type and number of units, and number of Reserve Component troops in the CONUSA areas. DA Pam 570-554, Staffing Guide for Army Readiness Resion, was used in conjunction with interviews of present and former CONUSA, ARR, and RG personnel. The staffing level has been reduced to the minimum level which can be effective in monitoring, assiting and evaluating Reserve Component training and readiness.

(c) The headquarters organization does not change. TDA additions for each CONUSA are shown at Inclosure 4.

(d) Discussion of manpower impacts. The 3 CONUSA are allocated a total of 160 military and civilian personnel to accomplish the functions absorbed from the elimination of the 9 ARR. The numbers provided to each CONUSA vary due to the variation in types of numbers of RC units commanded. First Army is allocated 65, Fifth Army 49 and Sixty Army 46 personnel to perform these required duties and necessary mobilization planning.

(4) Corps.

(1) Organizational Concept.

1 The corps headquarters and headquarters company is activated at ALO 1 in the active forces using TOE 52-002H4 (MTOE) (Inclosure 5) with an authorized strength of 329 military personnel.

2 An active COSCOM section of 19 personnel (Inclosure 6) is included in the Corps staff. The primary function is mobilization planning and staff interface with the RC COSCOM. The COSCOM HHC will perform annual training (AT) at Ft. Lewis.

3 A small 10 man cell of the Field Artillery Section (Inclosure 7) will provide mobilization and operational planning and staff interface with the affiliated RC FAS and FA Bdes. The specific RC units to be affiliated with the corps will be identified by WARMUP.

4 The corps signal bde (Inclosure 8) is formed from programed AC assets and the reorganization or activation of two RC battalions. The units required are as follows:

a HHC Signal Brigade (TOE 11-420H) is activated in the AC. The unit is organized at a decremented ALO 3 and requires 110 personnel. The Corps C-E section merges with the Bde HHC when formed.

b Command Operations Battalion (TOE 11-405H) is activated in the AC, and is organized at ALO-3. The total requirement for the Operations Battalion is 343 manpower spaces (203 new plus 140 existing). The 176th SC Co, Ft Lewis, WA, is scheduled for reorganization to a SC Company (Med HQS Opns) (TOE 11-127H) in FY 80, and will be authorized 140 manpower spaces. One-hundred and nine of these existing spaces could be considered for use in organizing the Support Company (TOE 11-409H) of the Command Operations Battalion. The remaining 31 manpower spaces could be applied to other elements of the Command Operations Battalion.

c Corps Radio Signal Battalion (TOE 11-425H) is activated in the AC, with a total ALO 3 personnel requirement of 531.

d Cable and Wire Company (TOE 11-423H), Corps Signal Brigade. The 58th Signal Battalion (Cable) (TOE 11-045G), Ft Lewis, WA, is scheduled for reorganization to a SC Company (Cable/Wire) (TOE 11-423H) (185 manpower spaces) under the EAD concept. This company is being reorganized because of established requirements within the total force structure. Unit can be included as part of West Coast Corps Signal Brigade and organized at ALO-3 (170 spaces). The 15 residual spaces resulting from the ALO-3 organization could be applied against the Signal Brigade space requirement.

e Corps Area Signal Battalion (TOE 11-415H). The Corps Signal Brigade is authorized four Corps Area Signal Battalions for wartime purposes. For peacetime operations, the Corps Signal Brigade is authorized only two Corps Area Signal Battalions. These battalions provide an integral part of the total communications system for the Corps. There are no corps Area Signal Battalions currently available or programmed for activation in the AC. Further, there are not RC Corps Area Signal Battalions within the Sixth Army Area to support this action. There are, however, some RC units in the Sixth Army area which could be reorganized into two area support battalions.

(b) Type Staff - no change to current corps staff with the exception of the reduced FAS and the addition of the COSCOM section included in the MTOE.

(c) Rationale for Staffing.

Although sufficient active components may not be available to staff the entire command and control structure for the additional corps, its supporting reserve component units are available to reduce the shortfall. Designated RC units will maintain a peacetime relationship with the corps through an affiliation program. The RC units by virtue of their relationship will receive a thorough grounding in the use of the Corps SOP and will be trained in peacetime by working with the corps headquarters under which they could operate in wartime. The RC units affiliated with the corps will be required to take AT at Ft. Lewis and participate in Corps CPX/FTX whenever possible. The corps will augment training assistance currently given to the RC by the RG.

e. Stationing.

(1) CONUSA. The following changes are effected.

CONUSA	LOCATION	Unit	LOSS	ADD BACK	TOTAL
First	Ft Devens, MA	ARR I	- 49	0	- 49
	Ft Dix, NJ	ARR II	- 52	0	- 52
	Ft Meade, MD	ARR III	- 44	65	+ 21
	Ft Gillem, GA	AR IV	- 43	0	- 43
Fifth	Ft Sheridan, IL	ARR V	- 46	0	- 46
	Ft Knox, KY	ARR VI	- 47	0	- 47
	Ft Sam Houston, TX	ARR VII	- 39	49	+ 10
Sixth	Fitzsimmons AH, CO	ARR VIII	- 69	0	- 69
	Pres of SF, CA	AR IX	- 48	46	- 2
			-437	160	-277

(2) Corps - Two additional military manpower spaces are added to Ft Hood and Ft Bragg. Ft Lewis increases by 1339; 329 for the Corps HHC and 1010 for the AC portion of the Corps Signal Bde.

(3) Installations.

(a) There are no major stationing impacts. Stationing of an added headquarters and supporting elements can be accommodated at Ft Lewis, WA. Lines of communication, time-distance factors and economics of support make Ft Lewis the best location. Although renovation of administrative space is required at Ft Lewis, the cost would be less than the other locations. Placing the new corps headquarters at Ft Lewis gives it direct lines of communication with the 4th and 7th Divisions and puts it on the 9th Division's station. A comparison of candidate stations is at Inclosure 9. Additional stationing considerations are as follows:

1 Seattle is serviced by both a civilian and military airport and by four major airlines.

2 Administrative space required for the corps HHC is available at Ft Lewis with minimal alteration.

3 BEQ and BOQ spaces are available at Ft Lewis for the HHC and Signal Battalions. Government family housing is not available but suitable housing is available in the local area.

4 Autovon circuitry would need to be increased and the telephone outside plant would probably need extension.

(b) The total increases in personnel at Ft Lewis are:

- HQ: 13
- 1 Corps Hq: 329
 - 2 Additional BASOPS support required for the corps
 - 3 Total first increment: 342
 - 4 The activation of Signal Bde HHC and the two signal battalions will add 1010 spaces plus 20 additional personnel for BASOPS support.
 - 5 Maximum additional personnel: 1372

(c) Health Services Command will not require any increase in personnel. Madigan General Hospital is a teaching hospital and could absorb the increased load without a significant impact.

f. Effects on Management Systems.

(1) Personnel. Corps commanders have the capability to cross-level personnel assets between assigned units in coordination with MILPERCEN.

(2) Logistics. Corps commanders have the capability to cross-level materiel assets between assigned units in coordination with DARCOM.

(3) Finance. The flow of funding documents and normal financial management reporting responsibilities remain unchanged. The installation commander is provided funds from the parent MACOM.

The corps commander may recommend to FORSCOM, on an exception basis, funding adjustments between units/installations.

(4) ADP/Communications.

The additional corps will have no organic ADP capability. The supporting Reserve DPU will be provided a corps computer after 1935. Peacetime garrison communications can be provided by USACC, however no tactical support of corps field exercises/training can be provided until the required elements of the signal brigade are provided.

Elimination of the ARR has no COMM/ADP impact.

g. Resource Summary.

(1) Manpower.

Action	AC				RC FULL TIME				CIVILIAN	
	OFF	WO	EN	TOT	OFF	WO	EN	TOT	DAC	ARTS
Inactivate ARR Hqs	-212	-14	-113	-339	-15			-15	-97	
Eliminate Bn Level Advisors	- 81		- 80	-161						
Subtotal	-293	-14	-193	-500	-15			-15	-97	
Activate Corps HHC	+153	+ 5	+171	+329						
Activate Corps SIG BDE (-)	+ 74	+35	+901	+1010						
Corps Affiliation Managers	+ 3			+ 3	+ 6			+ 6		
CONUSA Addbacks	+110		+18	+128					+20	
CONUSA Mob Planners	+ 9			+ 9					+ 3	
FORSOM Mob Planners	+ 3			+ 3						
Installation Mob Planners	+ 23			+ 23					+41	
BASOPS Increase									+33	
Subtotal	+375	+40	+1090	+1505	+ 6			+ 6	+97	
Net Impact	+ 82	+26	+897	+1005	-9			- 9		
* Net Impact Minus SIG BDE				- 5				- 9	-39	

* Includes the below listed general officer changes

Action	AC	USAR		ARNG	
		FT	PDS	FT	PDS
Eliminate-ARR	-9				
Add two DCG to each CONUSA	+6				
Activate Corps Hqs	+3				
Net Impact	0				

(2) Costs.

(a) Estimated Annual Operating Cost.

	MIL PERS COST	CIV PERS COST	OTHER O&M	TOTAL
Current Annual Cost	94501.3	32490.2	19837.2	146828.7
Inactivate ARR HQS	-9491.5	-1649.6	-1209.8	-12350.9
Eliminate BN				
Level Advisors	-3675.5		-409.8	-4085.3
Subtotal	-13167.0	-1649.6	-1619.6	-16436.2
Activate Corps HHC	+6700.4		+590.7	+7291.1
Activate Corps	+10634.7		+2649.0	+13283.7
Sig Bde (-)				
MOB Station Planners	+512.9	+943.0	+192.0	+1647.9
Corps Affiliation	+243.9		+27.0	+270.9
Program				
CONUSA Addbacks	+4196.5	+395.4	+480.0	+5071.9
FORSCOM MOB Planners	+81.3		+9.0	+90.3
Increase BASOPS		+550.2	+174.8	+725.0
Subtotal	+22369.7	+1888.6	+4122.5	+28380.8
Net Change	+9202.7	+239.0	+2502.9	+11944.6
Alternative Annual Operating Cost	103704.0	32729.2	22340.1	158773.3

(b) One-time costs.

	\$000
Military Personnel Movement	1833.1
Civilian Personnel Movement	121.4
Civilian Personnel Separation	84.8
Investment and Operations	55301.0
Total	53740.3

h. Comparisons.

(1) Advantages.

(a) Eliminates layering in the RC management structure by eliminating the ARR.

(b) Reduces the duplication of effort between the CONUSA, ARR and RG by eliminating the ARR and giving the residual validated functions to the CONUSA. The duplicative functions have been eliminated. No additional functions are given to the RG.

(c) Reduces the FORSCOM span of control by adding one AC corps Hq and assigning all major FORSCOM AC units to the three corps Hq. Installations are commanded by the corps or division commanders who also command all other FORSCOM units on the installations.

(d) Provides the Army Force Structure with an additional required corps.

(e) Enhances the readiness of units assigned to the corps by: (1) the increased capability to spot the need and act to cross-level existing personnel and materiel assets to meet real-time training and operational requirements. (2) standardization of implementation and evaluation of the ARTEP. (3) valuable cross-feed of information on problems, challenges and solutions between the corps staff and the major units in a timely manner. (4) more frequent command training and operational readiness team visits.

(f) Provides affiliation programs for all RC units designated to round out the corps. combat support and combat service support units will be afforded the same benefits as the existing combat unit affiliation program. Three additional officers will be assigned to each corps G-3 section (1-AC, 1-USAR and 1-ARNG) to provide a dedicated effort for organizing, monitoring and enhancing the expanded affiliation program.

(g) Enhances the readiness of those RC units affiliated with the corps by increased training assistance in addition to that provided by the RG and assigned advisors. The affiliation program also creates a sense of belonging between the affiliated units and the AC corps with which they may deploy.

(h) Provides about 18 personnel to HQDA for a period of up to two years to concentrate on mobilization planning. These assets are utilized to develop, implement, and discipline an Army

Mobilization Planning System (AMPS). All ARSTAFF agencies and MACOM will be assigned roles for performing mobilization planning for the AMPS.

(i) Provides 4 additional dedicated personnel to each CONUSA to perform mobilization and mobilization station planning. These assets will be used to perform the OPCON mission over the mob stations for RC unit mob planning.

(j) Provides at least one additional dedicated mobilization planner at mobilization installations (to include state owned and semi-active) with a mobilization population of over 3000 personnel to insure that the required mobilization planning is accomplished.

(h) Provides a valid wartime mission for the ARCOM.

(2) Disadvantages.

(a) May be perceived as a degradation of AC support to RC units with the elimination of the ARRs and the increase in CONUSA functions.

(b) May reduce the depth and detail of knowledge of RC units by the RC coordinators located at the CONUSA Hq. The reduction in numbers and the centralized location of the Readiness Coordinators may reduce the personnel contact that exist under the current system.

(c) Requires additional resources, manpower and equipment to activate the required corps and minimal AC signal units. Sufficient manpower savings are realized from the elimination of the ARR and battalion advisors to staff the corps headquarters. Additional active military and civilian spaces are required for the Signal Bde HHC, Corps Radio Bn, the Command Signal Battalion and additional BASOPS support.

i. Time Phasing of the Alternative.

(1) Corps.

The AC Corps HHC should be activated in 4th Qtr FY 81. Most required items of equipment to establish an administrative headquarters are available in the supply system. The majority of the personnel assets can be filled upon inactivation of the ARR beginning in FY 81 and

elimination of the battalion advisors. Personnel specialties not available in the ARR or Battalion advisors program must be provided by MILPERCEN from the pipe line.

at which time most of the required C-E equipment should be available. The FY 83 budget. Activation should begin in the 1st quarter of FY 85 at which time most of the required C-E equipment should be available. The actual activation date is dependent upon the procurement of the required items and the withdrawal of certain items from Europe. If the total requirement cannot be met in one year the following three year schedule should be followed:

YEAR 1

Unit	TOE	Auth (ALO 3)
HHC, Corps CMD OPN BN	11-406H7	157
Switching Co	11-407H7	81
CMD Radio Co	11-427H7	177
First Year Increment total		<u>415</u>

YEAR 2

TCC Co	11-408H7	131
Bde HHC	11-402H	110
SPT Radio Co	11-429H7	117
Second Year Increment total		<u>358</u>

YEAR 3

HHC Corps Radio BN	11-426H7	73
FWD Radio Co	11-428H7	163
Third Year Increment total		<u>236</u>

(2) CONUSA/ARR.

Inactivation of ARRs should be phased over a one year period beginning in 1st Qtr 81 which will coincide with the activation of the corps hq. The majority of the assets from ARRs I, II, IV, VI, and VIII and elimination of the Battalion advisors should be utilized to fill the new corps HHC and provide the mobilization planners to FORSCOM, CONUSA, and the mobilization installations. The majority of the assets from ARR, III, VIII and IX can be absorbed into the allocated CONUSA to fill the additional CONUSA DCG and RCD positions.

(3) A detailed implementation plan will be developed upon final approval of this alternative.

ALTERNATIVE 2-A

1. Executive Summary.

a. Short Description.

Inactivate ARR; OPCON of selected RC units given to MACOM; provide dedicated mob planners to HQDA, CONUSA and all mobilization stations.

b. Characteristics.

(1) HQDA.

A dedicated staff group is formed for up to two years to develop and implement an Army Mobilization Planning Systems (AMPS). Manpower spaces for the AMPS group are from current HQDA authorized or overstrength positions.

(2) FORSCOM.

Additional mobilization planning assets are provided to HQ FORSCOM. Selected MACOM assume limited operational control (OPCON) of specified RC units for mobilization planning, training supervision and evaluation. The OPCON relationship exists between selected RC non-deploying or late deploying units and the MACOM to which they are first assigned or attached upon mobilization. The MACOM, in this alternative, are viewed as gaining commands. Details of the proposed OPCON is at Inclosure 10.

(3) CONUSA.

Increase strength to provide: personnel for readiness evaluation and coordination functions previously performed by ARR; additional DCG for functions previously performed by ARR commanders; and OPCON for mobilization planning (for RC units) of all mobilization stations.

(4) Installation.

Additional dedicated mob planning assets are provided for most mobilization installations. Those installations with peak mobilization loads of 20,000 personnel or greater are authorized two dedicated mobilization planners.

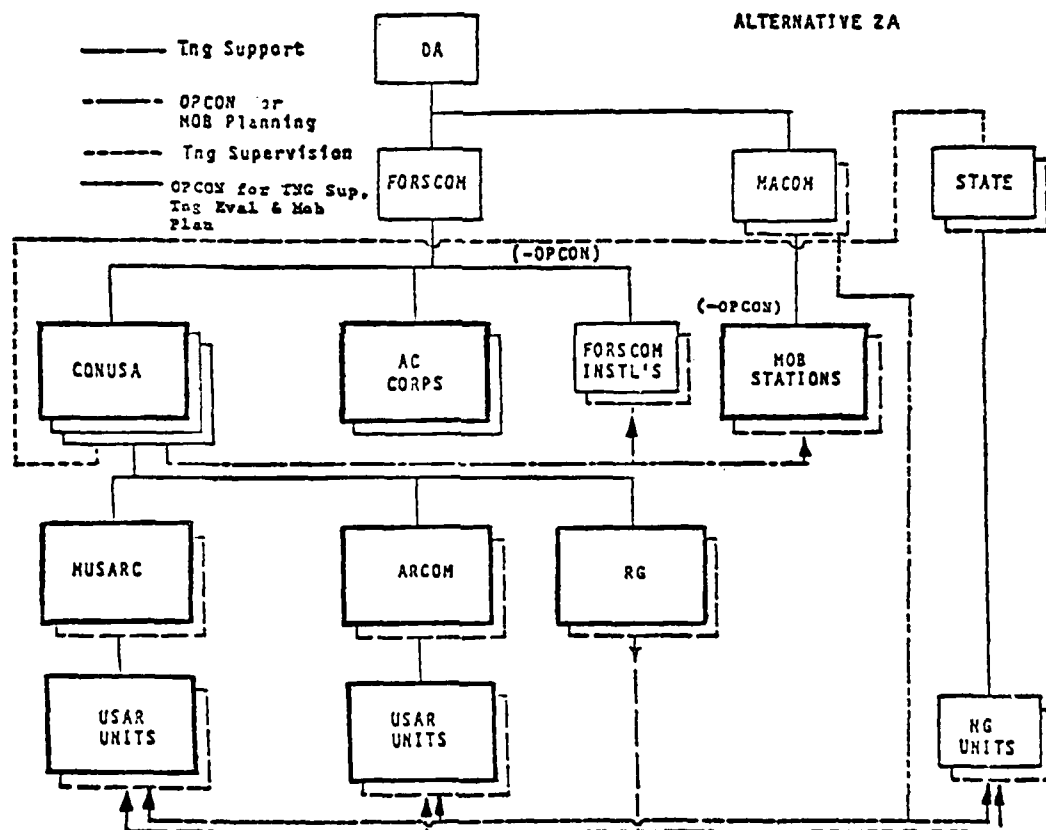
(5) ARCOM/MUSARC.

ARCOM are given post mobilization mission to prepare to form the base for new combat divisions and command of certain mobilization stations.

(6) GOCOM/RG/Units.

Battalion level advisors are eliminated.

(7) Organizational diagram.



c. Resource Summary.

(1) Manpower.*

	<u>AC</u>	<u>RC</u> <u>FT</u>	<u>DAC</u>
Inactivate ARR	-339	-15	-97
Eliminate Bn Advisors	-161		
Eliminated BASOPS			-19
Added CONUSA RCD/DCG	+128		+20
Added CONUSA Mob Planners	+ 9		+ 3
Added FORSCOM Mob Planners	+ 3		
Added to MACOM for Tng OPCON		+ 8	
Mobilization Station Planners	+ 23		+41
Net Impact	-337	- 7	-52
*Net Change in GO spaces	- 3		

(2) Costs.

	(\$000)
Annual Operating Costs (Base Line)	\$146,828.7
Annual Operating Costs (Alternative)	\$135,348.6
(Incremental Cost)	\$-11,480.1
One-Time Implementation Cost	\$ 951.0

d. Comparison with Base Case.

ADVANTAGES

- o Reduces unnecessary layering between CONUSA, ARR and RG.
- o Reduction in resources (manpower and equipment).
- o Establishes limited training OPCON for RC units and MACOMs.
- o Establishes functional training relationships through assignment of RC units to mobilization MACOMs for peacetime OPCON.
- o Improves doctrinal supervision of training divisions and USAR schools thru OPCON to TRADOC.
- o Provides valid defined post mobilization mission to all headquarters.

- o Provides additional dedicated assets to each level of command for mobilization planning.

DISADVANTAGES

- o Increases CONUSA functions.
- o May create perception of reduced AC support to RC units.
- o Depth and detail of knowledge of RC units by AC coordinators may be reduced.
- o May cause a perceived degradation of USAR school support to units and individuals as TRADOC exercises OPCON.

ALTERNATIVE 2B

1. Executive Summary.

a. Short Description.

Inactivate ARR; organize one additional AC corps; provide dedicated mob planners to HQDA, CONUSA and all mobilization stations; OPCON of selected RC units given to MACOM.

b. Characteristics.

(1) HQDA.

A dedicated staff group is formed for up to two years to develop and implement an Army Mobilization Planning Systems (AMPS). Manpower spaces for the AMPS group are from current HQDA authorized or over-strength positions.

(2) FORSCOM.

Additional mobilization planning assets are provided to HQ FORSCOM. Selected MACOM assume limited operational control (OPCON) of specified RC units for mobilization planning, training supervision and evaluation. The OPCON relationship exists between selected RC non-deploying or late deploying units and the MACOM to which they are first assigned or attached upon mobilization. The MACOM in this alternative, are viewed as gaining commands. Details of the proposed OPCON is at Inclosure 10.

(3) CONUSA.

Increase strength to provide personnel for readiness evaluation and coordination functions previously performed by ARR; additional DCG for functions previously performed by ARR commanders; and OPCON for mobilization planning (for RC units) of all mobilization stations.

(4) AC Corps.

Organize one (1) additional AC corps. Assign most AC units to the three corps. Majority of the corps support elements are in the RC. Dedicated personnel assets are provided to administer and enhance the expanded affiliation program.

(5) Installation.

Additional dedicated mob planning assets are provided for most mobilization installations. Those installations with peak mobilization loads of 20,000 personnel or greater are authorized two dedicated mobilization planners.

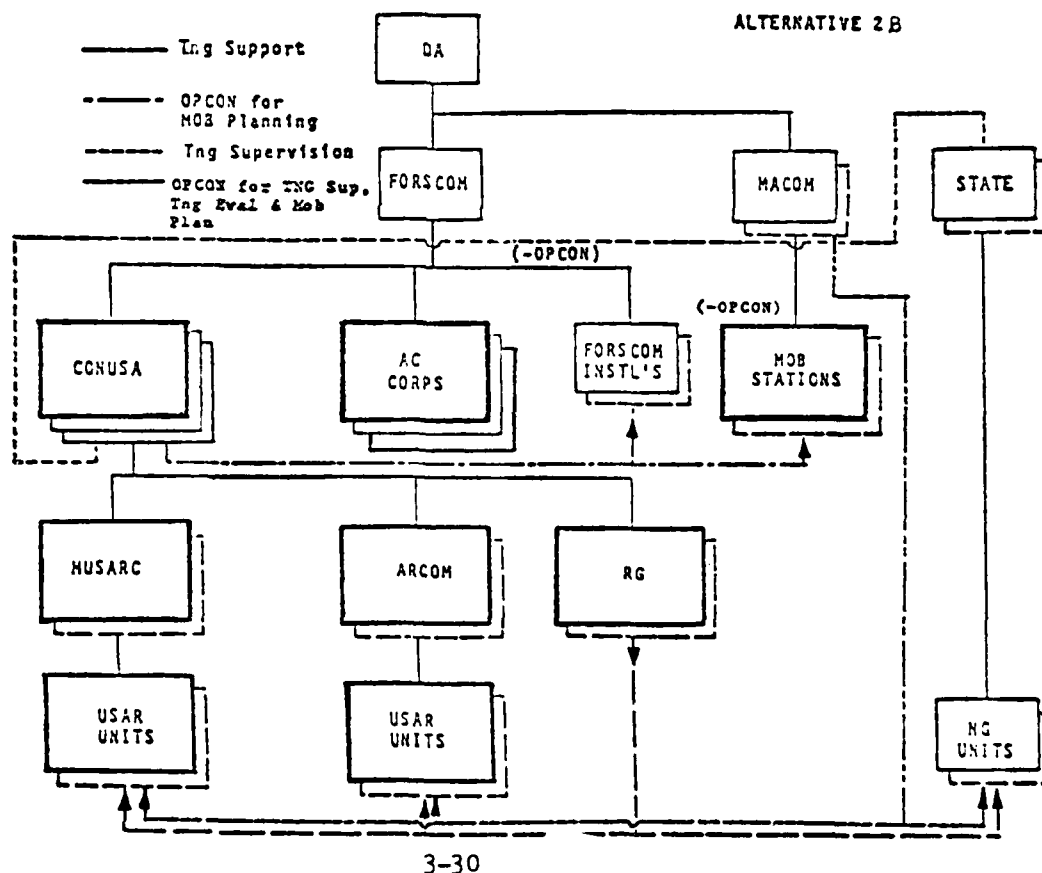
(6) ARCOM/MUSARC.

ARCOM are given post mobilization mission to prepare to form the base for new combat divisions and command of selected mobilization stations.

(7) GOCOM/RG/Units.

Battalion level advisors are eliminated.

(8) Organizational Diagram.



c. Resource Summary.

(1) Manpower*

	<u>AC</u>	<u>RC FT</u>	<u>DAC</u>
Inactivate ARR	- 339	-15	-97
Eliminate Bn Advisors	- 161		
Added CONUSA RCD/DCG	+ 128		+20
Added CONNUSA Mob Planners	+ 9		+ 3
Added FORSCOM Mob Planners	+ 3		
Added Corps HHC	+ 329		
Added Corps Signal Bde	+1010		
Added Corps Affiliation Mgrs	+ 3	+ 6	
Added BASOPS			+33
Added to MACOM for Tng OPCON		+ 8	
Mobilization Station Planners	+ 23		+41
Net Impact	+1005	- 1	
(Net Impact without Signal Add on)	- 5	- 1	-39

*No net change in GO spaces.

(2) Costs.

(\$000)

Annual Operating Costs (Base Line)	146,828.7
Annual Operating Costs (Alternatives)	159,014.1
(Incremental Cost)	+ 12,185.4
Annual Operating Costs w/o Signal Addon	144,261.0
One-time Implementation Cost	+57,355.8

d. Comparison with Base Case.

ADVANTAGES

- o Reduces unnecessary layering between CONUSA, ARR and RG.
- o Reduces FORSCOM AC span of control.
- o Provides additional required corps headquarters and enhances readiness of assigned units.

- o Provides a more effective use of AC command and control structure.
- o Affiliation program for all RC units designated to round out the corps.
- o Establishes limited MACOM training OPCON for RC units.
- o Establishes functional training relationships through assignment of RC units to mobilization MACOMs for peacetime OPCON.
- o Improves doctrinal supervision of training divisions and USAR schools thru OPCON to TRADOC.
- o Provides valid defined post mobilization mission to all headquarters.
- o Provides additional dedicated assets to each level of command for mobilization planning.

DISADVANTAGES

- o Increases CONUSA functions.
- o May create perception of reduced AC support to RC units.
- o Depth and detail of knowledge of RC units by AC coordinators may be reduced.
- o Requires additional resources to activate the corps HHC and required signal support.
- o May cause a perceived degradation of USAR school support to units and individuals as TRADOC exercises OPCON.

Variations Comparative Analysis

1. General.

Alternative 2 satisfies a variety of criticisms of the current STEADFAST structure in addition to adding one required additional corps in CONUS. Alternative 2 will, among other things; reduce the duplication of effort between CONUSA, ARR and RG; improve mobi-

lization planning and execution capability; reduce FORSCOM span of control; and improve the affiliation program for all RC units designated to roundout the new corps. In addition, there is justification for including other CONUS MACOMs in addition to FORSCOM, in the business of RC unit training.

Alternative 2A was developed to add this feature plus reduce the manpower required for the added corps hq and signal units.

Alternative 2B was developed to add the training OPCON feature to Alternative 2.

2. Comparative Analysis. Alternatives 2A and 2B both contain the feature of OPCON of RC units to other MACOM for training. This feature is clearly one which, when added to Alternative 2, represents an improvement.

The activation of a third AC corps in CONUS, attachment of most AC units to the three CONUS corps and expansion of the affiliation program to RC combat service and combat service support units that roundout the new AC corps greatly improves the AC management structure and will improve RC readiness. It reduces the FORSCOM span of control and provides an additional corps headquarters needed to meet contingency needs. This concept also makes full use of the III and XVIII Corps by assigning all major AC FORSCOM units to the three corps.

3. Conclusions.

a. Limited OPCON for training of RC units to other MACOM is feasible and promises to benefit both the RC unit and the gaining MACOM.

b. Activation of a third AC corps will improve the AC management and improve RC readiness but will require an increase in AC spaces.

c. Preferred alternative is alternative 2B followed by 2 and then 2A.

4. Recommendations.

a. Implement alternative 2B.

b. Give no further consideration to Alternative 2A.

HQDA Mobilization Planning Role

1. I lled Description.

a. Concept.

(1) HQDA will develop and implement an Army Mobilization Planning System (AMPS).

(2) An AMPS office will be established, under a Special Assistant to the Chief of Staff, Army, to develop and implement the AMPS.

(3) All ARSTAF agencies and MACOM will be assigned roles for performing mobilization planning and for disciplining the AMPS.

(4) The AMPS office will be chartered for up to 24 months and will be disestablished when AMPS is implemented.

(5) The AMPS will:

(a) Define and assign broadened mobilization planning responsibilities for ARSTAF and MACOM.

(b) Incorporate the FORSCOM MPS and its methodology.

(c) Formalize consistent planning processes for all areas of mobilization (i.e., RC units, personnel base, logistics base, etc). planning (POM) for mobilization. (d) Integrate near term (current year) planning with mid-term planning (POM) for mobilization.

(e) Integrate mob planning with all appropriate Army Planning Systems.

(f) Optimize the use of automated planning aids and automated system interfaces through a structured management of planning information.

b. Command Relationships.

(1) HQDA will have overall responsibility for developing, implementing, and disciplining the AMPS. The Special Assistant to CSA will have tasking authority over ARSTAF agencies and MACOM for the

development and implementation of AMPS. ARSTAF agencies will be assigned specific responsibility for disciplining the AMPS when implemented.

(2) MACOM will be assigned specific missions and functions under AMPS. "DA Executive Agent" terminology will not be used in assigning responsibilities to MACOM.

c. Functions.

(1) HQDA.

(a) The AMPS Office will design, develop and implement the AMPS using contractor assistance (if necessary) and taskings to analysis agencies, ARSTAF and MACOM.

(b) Mobilization planning functions under current processes or taskings will continue to be performed by responsible ARSTAF agencies until changed, terminated or incorporated into AMPS.

(2) MACOM.

(a) FORSCOM will further develop its Mobilization Planning System for mobilization of RC units under its command, provide assistance to HQDA in developing the AMPS and perform other planning functions as assigned under the AMPS.

(b) Other MACOM will continue to perform current mobilization planning functions until changed, terminated or incorporated into AMPS and will provide assistance, as required, to HQDA for development of AMPS.

d. Stationing. N/A.

e. Responsibility for Area/Subordinate Elements. TBD by AMPS.

f. Staffing Concept.

(1) HQDA

(a) A dedicated staff organization will be formed for up to two years to develop and implement the AMPS. The AMPS office will be under the direct, full-time supervision of a Major General serving as a special assistant to CSA.

(b) The staffing for the AMPS office will be based on expertise required, since "level of effort" will be accomplished through contractor assistance and tasking of ARSTAF and MACOM, as required. The AMPS office will require full-time expertise in organization, mission, functions, operating concepts and systems of Army MACOM and agencies which play major roles in mobilization. It will also require expertise in planning and management processes for critical functional areas. The following is an estimate of the required personnel based on areas of expertise.

Area of Expertise

Organizational	Personnel
FORSCOM	1
TRADOC	1
DARCOM	1
RCPAC/MILPERCEN	1
ACC	1
HSC	1
MTMC	1
NGB	1
OCAR	1
Functional	
Force Development	1
Supply & Maintenance	1
JOPS	1
PPBS	1
Trans Systems	1
Facilities Engr	1
Stationing	1
Personnel	1
Comm ADP	1
Training Base	1
Industrial Base	1
ADP System Development	2
ORSA	3
Total	25

If all professional personnel assigned are selected based on a background in at least two of the areas above, twelve professional staff personnel will be required. Six additional supervisory/admin

personnel will be required. These include:

Special Assistant to CSA (O-8)	1
Exec (O-6)	1
Admin NCO	1
Clerical	3

Total manpower required is, therefore, eighteen (18) spaces for 1 1/2 to 2 years.

(c) Because of limitations on HQDA strength the manpower spaces (18 required minimum) must be provided from available HQDA authorized or overstrength positions or personnel must be detailed for up to 24 months but assigned to existing ARSTAF agencies or MACOM.

(2) Upon disestablishment of the AMPS office, personnel will be returned to parent organizations or reassigned as appropriate.

g. Resource Summary (Manpower).

Manpower. Because of the temporary (2 yr) nature of the AMPS office it is unlikely that civilian positions could be filled except for the clerical positions. Manpower requirement is therefore:

OFF	14
EM	1
CIV	3

Mobilization Planner Assignment by Installation

	<u>Number Allocated</u>	
1. Health Services Command		
Fitzsimmons AMC	0	
Walter Reed AMC	1	
2. Army Communications Command		
Ft Huachuca	1	
3. Army Materiel Development & Readiness Command		
Aberdeen Proving Ground	1	
Ft Monmouth	1	
Redstone Arsenal	1	
Tobyhanna Army Depot	0	
4. Training and Doctrine Command		
Ft Benning	2	
Ft Bliss	2	
Ft Belvoir	1	
Ft Chaffee	1	
Ft Dix	2	
Ft Eustis	1	Responsible for Ft Story.
Ft Gordon	2	
Ft Harrison	2	
Ft Hill	1	
Ft Jackson	2	
Ft Knox	2	
Ft Leonard Wood	2	
Ft Lee	2	
Ft McClellan	1	
Ft Pickett	1	
Ft Rucker	1	
Ft Sill	2	
5. Forces Command		
Ft Bragg	2	
Ft Campbell	2	
Ft Carson	2	
Ft Devens	2	Responsible for Camp Edwards

Ft Hood	2	
Ft Drum	2	
Ft Indiantown Gap	2	
Ft Lewis	2	
Ft McCoy	2	
Ft Meade	1	
Ft Ord	3	Responsible for Camp Roberts/ Ft Irwin
Ft Polk	3	Responsible for Camp Shelby
Ft Riley	2	
Ft Sheridan	2	Responsible for Camp Ripley/ Grayling
Ft Stewart	2	
Presidio of San Francisco	1	
TOTAL REQUIRED		64

MOBILIZATION STATIONING FOR ARCOM

		REMARKS
<u>STATE OWNED/OPERATED</u>		
Camp Atterbury	123d ARCOM IN	Notes 2 and 4
Camp Grayling, MI	83d ARCOM OH & 5064th USAR	Notes 1, 2 & 5
Camp Ripley, MN	88th ARCOM MN	Notes 1 and 2
Camp Shelby, MS	121st ARCOM AL& 3397th USARG TN	Note 2 and 5
<u>ACTIVE/SEMI-ACTIVE</u>		
Ft Bragg, NC	120th ARCOM SC	Notes 2 and 3
Ft Campbell, KY	99th ARCOM PA	Notes 1 and 2
Ft Carson, CO	96th ARCOM UT	Notes 2 and 5
Ft Chaffee, AR	122d ARCOM AR & 4003d USARG OK	Notes 2 and 5
Ft Devens/Edwards, MA	94th ARCOM MA	Notes 1 and 2
Ft Drum, NY	77th ARCOM NY & 1209 USARG NY	Notes 1, 2 & 5
Ft Hood, TX	90th ARCOM TX & 4013th USARG LA	Notes 1, 2 & 3
Ft I-Gap, PA	79th ARCOM PA & 2122d USARG MD	Notes 1, 2 & 5
Ft Lewis/Gowen Field, ID	124th ARCOM WA	Notes 2 and 3
Ft McCoy, WI	86th ARCOM IL	Note 2
Ft Meade, MD	97th ARCOM MD	Note 2
Ft Ord, CA	91st Tng Div	Notes 2 and 3
Ft Polk, LA	102d ARCOM MO	Notes 2 and 3
Ft Riley, KS	89th ARCOM KS	Note 2
Ft Stewart/Hunter, GA	81st ARCOM GA	Note 2
<u>OTHER INSTAL w/USARG</u>		
Camp Roberts, GA	6211th USARG CA	Notes 1 and 2
Ft Hill, VA	3220th USARG FL	Note 2
Ft Irwin, CA	63rd ARCOM CA	Note 1 and 5
Ft Pickett, VA	2174th USARG VA	Note 2

- Note 1: RC Cbt Division mobilization stations.
- Note 2: Mobilization stations for non-divisional combat, combat support, and combat service support units to include brigades and armored cavalry regiments.
- Note 3: These mobilization stations will host USAR training divisions and support operation of Army Training Centers.
- Note 4: Atterbury is currently a TRADOC owned, state-operated installation which becomes a subpost of Ft Harrison upon mobilization.
- Note 5: ARCOM will be prepared after M+4 months to form base for new combat division.

CHANCES TO
TABLE OF DISTRIBUTION AND ALLOWANCES
HQ FIRST UNITED STATES ARMY
SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	STRENGTH		NET CHANGE	
								REQ	AUTH	REQ	AUTH
001A	00	OFC DCG	MG	00800		GO	K	2	2	+1	+1
001A	01	DCG	06	13800		YA	O	2	2	+2	+2
001A	02	EXEC	03	11800		IN	O	2	2	+1	+1
001A	03	ADC	03	11800		IN	O	2	2	+2	+2
001A	04	SR STF NCO	E9	11850		IN	O	2	2	+2	+2
001A	05	ADMIN SPEC	E3	71120		CS	1	2	2	+1	+1
001A	06	SECY STENO	07	00318		CS	C	12	12	+9	+9
		Revised Paragraph Total									
004F	00	NOB & PLANS DIV	04	54A00			K	2	2	+1	+1
004F	04B	NOB PLAN OFF	11	00301		CS	C	2	2	+1	+1
004F	07A	NOB PLAN SP	11	00301				4	4	+2	+2
		Paragraph Charge						13	12		
		Existing Paragraph						17	16	+4	+4
		Revised Paragraph Total									
005I	00	READINESS COORD DIV									
005I	01	CHIEF	06	11A54		IN	O	1	1	+1	+1
005I	02	READ COORD	06	12A54		AR	O	1	1	+1	+1
005I	03	READ COORD	06	13A54		FA	O	1	1	+1	+1
005I	04	READ COORD	06	21A54		EN	O	1	1	+1	+1
005I	05	READ COORD	06	15A54	19	IN	K	1	1	+1	+1
005I	06	READ COORD	06	25A54		SC	K	1	1	+1	+1
005I	07	READ COORD	06	67H00		MS	K	1	1	+1	+1
005I	08	READ COORD	06	91A54		OD	K	1	1	+1	+1
005I	09	READ COORD	06	70A54		CM	K	1	1	+1	+1
005I	10	READ COORD	06	95154		TC	K	1	1	+1	+1
005I	11	READ COORD	05	12A54		AR	O	1	1	+1	+1
005I	12	READ COORD	05	12A54		AR	O	1	1	+1	+1
005I	13	READ COORD	05	11A54		IN	O	1	1	+1	+1
005I	14	READ COORD	05	11A54		IN	O	1	1	+1	+1
005I	15	READ COORD	05	11800	5G	IN	O	1	1	+1	+1
005I	16	READ COORD	05	11800		IN	O	1	1	+1	+1
005I	17	READ COORD	05	13A54		FA	O	1	1	+1	+1
005I	18	READ COORD	05	13A00		FA	O	2	2	+2	+2

CHANGES TO
TABLE OF DISTRIBUTION AND ALLOWANCES
HQ FIRST UNITED STATES ARMY

SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	STRENGTH		NET CHANGE	
								REQ	AUTH	REQ	AUTH
0031	19	READ COORD	05	21A54		EN	0	1	1	+1	+1
0031	20	READ COORD	05	21A00		EN	0	1	1	+1	+1
0031	21	READ COORD	05	35A37		MI	K	1	1	+1	+1
0031	22	READ COORD	04	35A36		MI	K	1	1	+1	+1
0031	23	READ COORD	05	31A54		MP	K	1	1	+1	+1
0031	24	READ COORD	04	31A00		MP	K	1	1	+1	+1
0031	25	READ COORD	05	25A54		SC	K	1	1	+1	+1
0031	26	READ COORD	04	25A00		SC	K	1	1	+1	+1
0031	27	READ COORD	05	41A54		AG	K	1	1	+1	+1
0031	28	READ COORD	04	42A00		AG	K	1	1	+1	+1
0031	29	READ COORD	04	44A00		FI	K	1	1	+1	+1
0031	30	READ COORD	05	67H00		MS	K	1	1	+1	+1
0031	31	READ COORD	04	67E00		MS	K	1	1	+1	+1
0031	32	READ COORD	05	91A00		OD	0	1	1	+1	+1
0031	33	READ COORD	05	92A00		OD	0	1	1	+1	+1
0031	34	READ COORD	04	91A00		OD	K	2	2	+2	+2
0031	35	READ COORD	05	70A54		QM	K	1	1	+1	+1
0031	36	READ COORD	05	92B00		QM	Y	1	1	+1	+1
0031	37	READ COORD	05	95A54		TC	Y	1	1	+1	+1
0031	38	READ COORD	05	95A00		TC	K	1	1	+1	+1
0031	39	READ COORD	06	11A00		IN	0	1	0	+1	0
0031	40	READ COORD	05	11A00		IN	0	1	0	+1	+0
0031	41	SPNS SGT	E9	11B50		NC	I	1	1	+1	+1
0031	42	ADMIN SUPV	E7	71140		NC	I	1	1	+1	+1
0031	43	SECT STENO	05	00318		CS	C	2	2	+2	+2
0031	44	CLK TYP	04	00322		CS	C	4	4	+4	+4
PARAGRAPH TOTAL								50	48	+50	+48

CHANGES TO
TABLE OF DISTRIBUTION AND ALLOWANCES
HQ FIFTH UNITED STATES ARMY
SECTION II PERSONNEL ALLOWANCES

LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	STRENGTH		NET	CHANGE
							REQ	AUTH	REQ	AUTH
00	OFC DCG	06	00800		GO	K	2	2	+1	+1
01	DCG	06	13X00		FA	O	2	2	+2	+2
02	EXEC	03	11A00		IN	O	2	2	+1	+1
03	ADC	03	11B50		IN	O	2	2	+2	+2
04	SR STP NCO	E9	71120		I	I	2	2	+2	+2
05	ADMIN SPEC	E3	00318		GS	C	2	2	+1	+1
06	SEC STENO	07					12	12	+9	+9
Revised Paragraph Total										
00	READINESS COORD DIV	06	11A54		IN	O	1	1	+1	+1
01	CHIEF	06	12A54		AR	O	1	1	+1	+1
02	READ COORD	06	13A54		FA	O	1	1	+1	+1
03	READ COORD	06	21A54		EN	O	1	1	+1	+1
04	READ COORD	06	15A54	1Q	IN	K	1	1	+1	+1
05	READ COORD	06	25A54		SC	K	1	1	+1	+1
06	READ COORD	06	67H00		MS	K	1	1	+1	+1
07	READ COORD	06	91A54		OD	K	1	1	+1	+1
08	READ COORD	06	70A54		QM	K	1	1	+1	+1
09	READ COORD	06	95A54		TC	K	1	1	+1	+1
10	READ COORD	06	11A54		IN	O	1	1	+1	+1
11	READ COORD	05	11A54	1W	IN	O	1	1	+1	+1
12	READ COORD	05	12A54		AR	O	1	1	+1	+1
13	READ COORD	05	13A54		FA	O	1	1	+1	+1
14	READ COORD	05	13A00		EN	O	1	1	+1	+1
15	READ COORD	05	35A37		MI	O	1	1	+1	+1
16	READ COORD	05	31A54		MP	O	1	1	+1	+1
17	READ COORD	05	31A00		MP	O	1	1	+1	+1
18	READ COORD	05	25A54		AG	K	1	1	+1	+1
19	READ COORD	05	41A54		AG	K	1	1	+1	+1
20	READ COORD	05	41A00		AG	K	1	1	+1	+1
21	READ COORD	04	42A00		AG	K	1	1	+1	+1
22	READ COORD	04	42A00		EL	K	1	1	+1	+1
23	READ COORD	04	67H00		MS	K	1	1	+1	+1
24	READ COORD	05	92B00		QM	K	1	1	+1	+1
25	READ COORD	05	95A54		TC	K	1	1	+1	+1
26	READ COORD	05	11A00		IN	O	1	1	+1	+1
27	READ COORD (RES	D6								
28	LSN)									

341

CHANGES TO
TABLE OF DISTRIBUTION AND ALLOWANCES
HQ FIFTH UNITED STATES ARMY

SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	STRENGTH		NET CHANGE	
								REQ	AUTH	EQ	AUTH
004M	29	READ COORD	06	11A00		PN	0	1	0	+1	0
004M	30	(NG LSN)	E9	11B50		NC	1	1	1	+1	+1
004M	31	OPNS SGT	E7	71C40		NC	1	1	1	+1	+1
004M	32	ADMIN SLPV	05	00318		GS	1	1	1	+1	+1
004M	33	SECY STENO	04	00322		GS	1	1	1	+1	+1
004M		CLK TYP					C	3	3	+3	+3
		Paragraph Total						35	33	+35	+33
005C	00	PLANS DIV					K	2	2	+2	+2
005C	03A	MOS PLAN OFF	04	54A13		GS	C	2	2	+2	+2
105C	06A	MOS PLAN SP	11	00301				4	4	+4	+4
		Paragraph Change						13	9	+4	+4
		Existing Paragraph						17	13	4	4
		Revised Paragraph Total									

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SECTION II PERSONNEL ALLOWANCES

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CHANGES TO
TABLE OF DISTRIBUTION AND ALLOWANCES
HQ SIXTH UNITED STATES ARMY

SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	OR	MOS	AS/LIC	PR	ID	STRENGTH REQ	STRENGTH AUTH	NET REQ	CHANGE AUTH
003E	22	READ COORD	05	92A00		OD	O	1	1	+1	+1
003E	23	READ COORD	05	95A54		TC	K	1	1	+1	+1
003E	24	READ COORD	04	95A00		TC	K	1	1	+1	+1
003E	25	READ COORD (RES LSN)	06	11A00		IN	O	1	0	+1	0
003E	26	READ COORD (NC LSN)	05	11A00		IN	C	1	0	+1	0
003E	27	OPNS SGT	E9	11B50		NC	I	1	1	+1	+1
003E	28	ADMIN SUPV	E7	71L40		NC	I	1	1	+1	+1
003E	29	SECY STENO	05	00318		GS	C	1	1	+1	+1
003E	30	CLK TYP	04	00322		GS	C	3	3	+3	+3
		PARAGRAPH TOTAL						32	30	+32	+30

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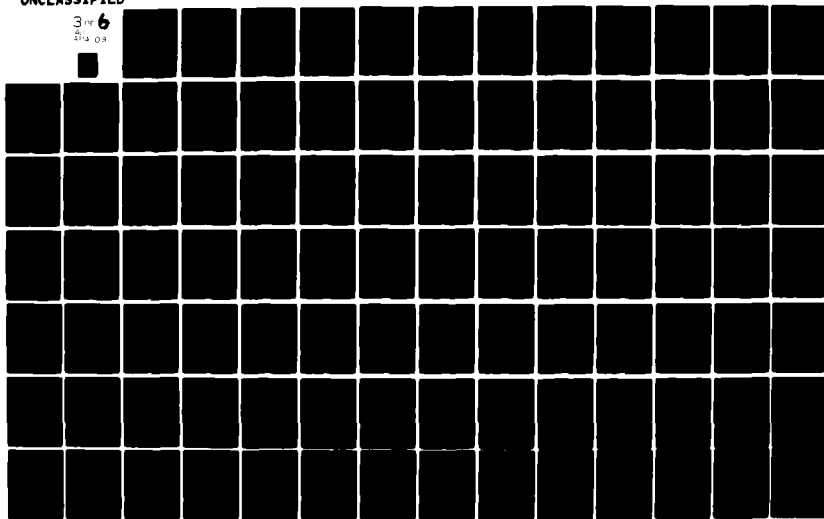
OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON D C
ARMY COMMAND AND CONTROL STUDY-82 (ACCS-82). VOLUME II. EXISTIN--ETC(U)
SEP 79 D L WILSON

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Manpower For
Recommended Added Corps HHC Organization

PARA	DESCRIPTION	TOE 52-002H4				MTOE			
		OFF	WO	ENL	AGG	OFF	WO	ENL	AGG
101	COMD SEC	4	-	10	14	4	-	6	10
102	CHIEF OF STF SEC	9	1	5	15	4	1	3	8
103	G-1 SEC	7	-	10	17	5	-	7	12
104	G-2 SEC	20	-	23	43	18	-	22	30
105	G-3 SEC	31	-	35	66	24	-	23	47
106	G-4 SEC	10	-	17	27	8	-	12	20
107	G-5 SEC	5	-	4	9	4	-	3	7
108	AG SEC	8	-	12	20	8	-	10	18
109	CH SEC	4	-	5	9	4	-	4	8
110	C-E SEC	9	1	10	20	8	1	5	14
111	HQ CMDT	2	-	4	6	2	-	3	5
112	INFO SEC	2	-	4	6	2	-	3	5
113	IG SEC	3	-	5	8	3	-	4	7
114	RR/EO SEC	4	-	5	9	4	-	5	9
115	SJA SEC	10	1	5	16	8	1	5	14
116	SURG SEC	5	-	5	10	4	-	4	8
118	ENGR SEC	-	-	-	1	9	-	7	16
118	ENGR SEC	-	-	-	1	9	-	7	16
119	FLD ARTY SEC	-	-	-	47	6	-	4	10
120	PM SEC	-	-	-	1	1	-	-	1

Incl 5

3-5-1

<u>PARA</u>	<u>DESCRIPTION</u>	<u>TOE 52-002H4</u>			<u>MTOE</u>			
		<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>AGG</u>	<u>OFF</u>	<u>WO</u>	<u>ENL</u> <u>AGG</u>
121	CO HQ	2	-	4	7	2	-	3 5
122	FOOD SVC SEC	-	1	10	11	-	1	10 11
123	MAINT SEC	-	-	7	7	-	-	7 7
124	SPLY SEC	-	1	6	7	-	1	4 5
125	COSCOM SEC	-	-	-	-	11	-	8 19
126	CONTGCY PL SEC	-	-	-	-	10	-	9 19
TOTAL		135	5	186	326	153	6	171 329

AC COSCOM Detachment

Para	Line		GR	Strength		MOS
				Off	EM	
110	1	Chief of COSCOM Det	0-6	1		70A00
	2	Chief Supply Sgt	E-9		1	7625K
	3	Secretary-Steno	E-5		1	71C20
	4	Liaison Officer	0-5	1		93A53
	5	Ass't Services Officer	0-4	1		93A00
	6	Engineer Staff Officer	0-4	1		21C00
	7	Dep AC of S Mat. Mgt	0-5	1		92A00
	8	Maint Plans-Op Officer	0-5	1		91A00
	11	ACFT Maint. Officer	0-3	1		71A00
	10	Clerk Typist	E-4		1	71L10
	11	ACFT Maint. Officer	0-3	1		71A00
	12	Armament Maint. Sgt	E-8		1	6375K
	13	Maint. Officer	0-3	1		91A53
	14	Petrl Supply Sgt	E-8		1	76W5K
	15	Trans. Hwy Plans Officer	0-4	1		88A00
	16	Movement Supervisor	E-7		1	71N40
	17	Clerk Typist	E-4		1	71L10
	18	Ass't Plans-Op Officer	0-4	1		91K54
	19	Chief Scty Op Sgt	E-8		1	96B5K
				<u>11</u>	<u>8</u>	
				Total Strength 19		

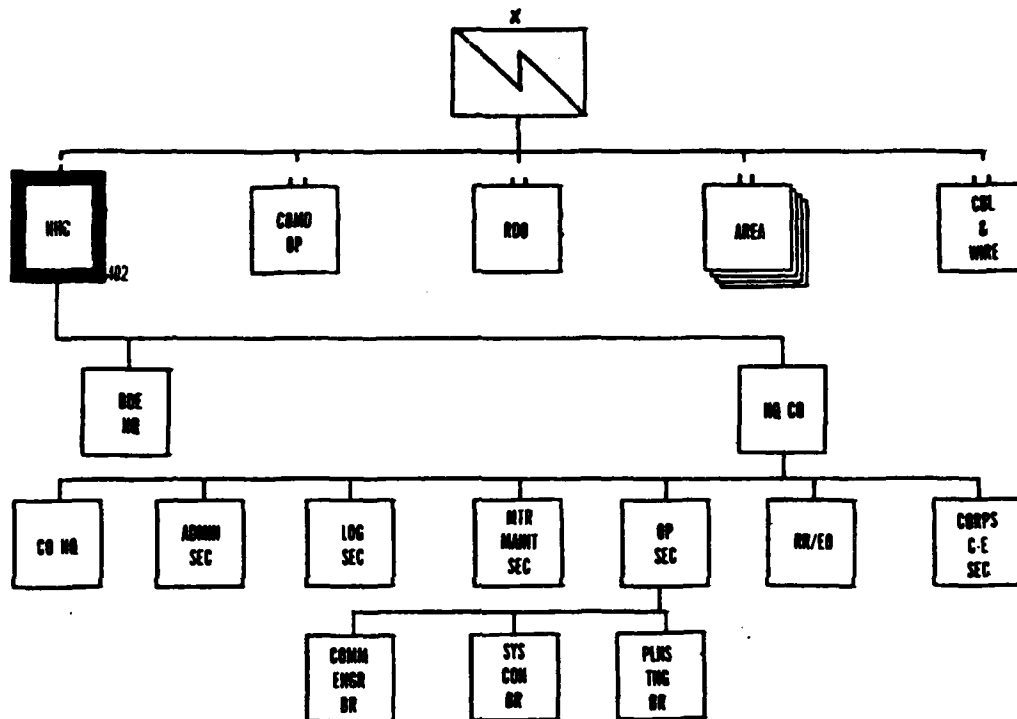
CORPS
Field Artillery Section

	GR	MOS	STRENGTH	
			OFF	EM
19-02 Deputy FA Officer	0-6	13A00	1	
19-03 Ass't FS Coordinator	0-5	13A00	1	
19-04 FA Intelligence Officer	0-4	13A35	1	
19-07 Tgt. ACQ Staff Officer	0-4	13035	1	
19-11 Tgt Analyst	0-3	13A00	2	
19-13 Ass't Op Sergeant	E-8	13Y50		1
19-23 Operations Specialist	E-4	13E20		1
19-24 TA/ Intelligence Specialist	E-5	17C20		1
19-26 Clerk Typist	E-4	71L10		1
			<u>6</u>	<u>4</u>
			TOTAL 10	

Incl 7

3-7-1

Proposed Organization of Corps Signal Brigade



HHC, Corps Signal Brigade.

Corps Command Operation Battalion

1. Mission.

Provide organic aircraft in support of a signal brigade and terminal communications facilities (message center, teletypewriter; telephone, facsimile, and air and motor messenger service) for the echelons of the corps headquarters.

2. Capabilities.

At full strength, the Corps Command Operations battalion provides the following:

- a. A communications complex to support the corps main CP.
- b. A communications complex to support the corps tactical operations center (CTOC).
- c. A communications complex (CNCE) to support COSCOM/rear.
- d. Installation, operation, and maintenance of communications facilities at the materiel management center (MMC).
- e. Installation, operation, and maintenance of communications facilities at the corps TAC CP.
- f. Organic aircraft to support the Corps Signal Brigade and provide air g. Four secure FM aerial retransmission stations.
- g. Four secure FM aerial retransmission stations.
- h. Organizational maintenance of organic equipment. equipment. equipment.
- j. DS level maintenance of C-E and COMSEC equipment of the HHC Corps Signal Brigade (TOE 11-402).

3. Limitations.

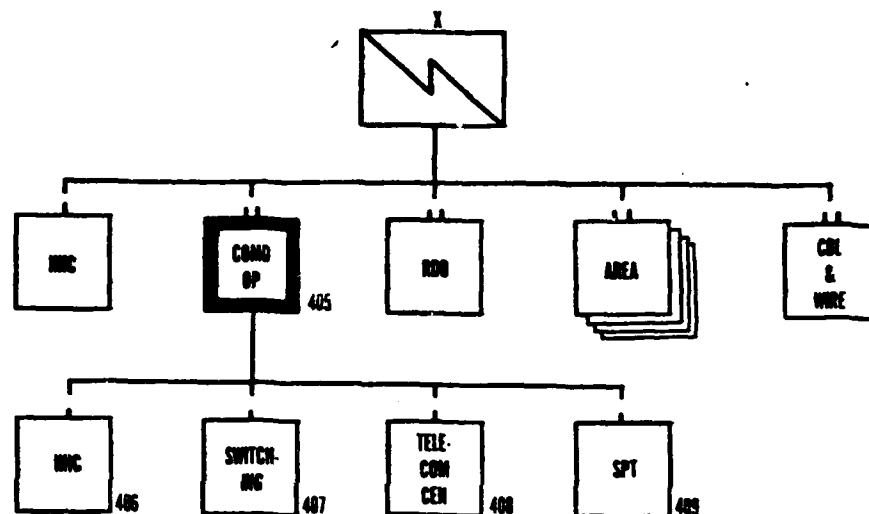
The Corps Command Operations Battalion is dependent upon:

- a. The Corps Signal Brigade for CSPE functions and coordination

and guidance for CSCE operations.

b. The Corps aviation group for the supplemental aircraft required for two secure FM aerial retransmission stations.

c. Appropriate units serving the area for personnel, medical, and finance services; supplemental transportation; and direct support maintenance of organic aircraft.



Corps Command Operations Battalion.

Corps Radio Battalion

1. Mission.

a. Provide echelons of a corps headquarters and designated major subordinate units with a command multichannel system and with RATT stations for operation in corps radio nets.

b. Provide RWI stations for FM voice access to the corps telephone system.

2. Capabilities.

At full strength, the Corps Radio Battalion provides the following:

a. Troposcatter multichannel systems between the corps main CP and five division designated headquarters.

b. Troposcatter multichannel terminal facilities at the corps main CP to terminate a link to an adjacent corps.

c. Multichannel line-of-sight (LOS) systems to interconnect corps HQ, corps TAC CP, COSCOM/rear, five division (main) HQ, separate brigade, armored cavalry regiment, three designated major subordinate units and the Tactical Air Control Center (TACC).

d. Multichannel LOS repeaters to extend the range of corps multichannel systems.

e. RATT stations for operation in the following corps nets or for employment as required:

(1) Six stations at the corps main CP for operation in five corps command nets and the corps ground liaison net.

(2) One station at the corps TAC CP for operation in one of the command nets.

(3) Two stations to establish a net with an adjacent corps.

(4) Five stations for operation in the corps ground liaison net, four located at corps airfields and one located at the TACC to support the battle coordination element (BCE).

(5) Fourteen stations at designated major subordinate commands for operation in the five corps command nets.

(6) One station located at a missile HQ for operation in a corps command net.

(7) Two stations to establish an artillery liaison net.

(8) Two stations which function as NCS for two artillery nets: the corps artillery fire net and the corps artillery command fire net.

f. Direct support level maintenance of battalion C-E and COMSEC equipment.

g. RWI stations at the corps main CP, corps TAC CP, and COSCOM/rear for FM access to the corps telephone system.

h. Organizational maintenance of arms, vehicles, generator sets, air conditioners, and C-E equipment.

3. Limitations.

The Corps Radio Battalion is dependent upon:

a. The Corps Signal Brigade CSCE for system and circuit allocation/priorities and frequency allocation information.

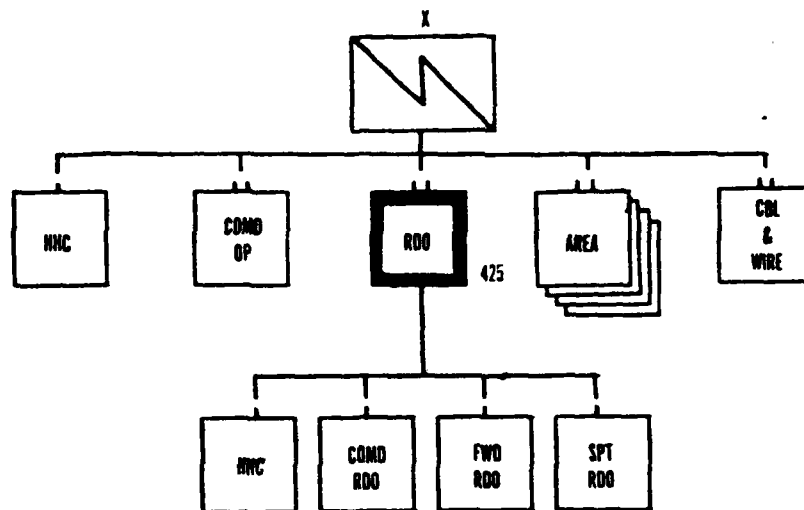
b. The Corps Command Operations Battalion for aircraft support to

c. The Corps Command Operations Battalion for aircraft support to provide command and control, staff supervision, aerial reconnaissance, and logistical support of battalion operations.

d. Appropriate elements of the corps for personnel administration, finance services, medical services, and transportation support.

4. Basis of Allocation.

One per Corps Signal Brigade.



Corps Radio Battalion.

CANDIDATE STATIONS

STATION	CIV LINES OF COMM	ADMIN FAC	BIL AND FHSG	COM REL	STRAT MOB FAC		
						<u>Air</u>	<u>RAIL</u>
FT LEWIS	GOOD	AVAL	AVAL	GOOD		Y	Y
FT SHERIDAN	GOOD	RQR CONV	AVAL	GOOD		Y	Y
FT ORD	FAIR	RQR CONV	POOR	GOOD		Y	Y
PREDIDIO OF SF	GOOD	AVAL	POOR	GOOD		Y	Y
FT CARSON	FAIR	NOT AVAL	POOR	GOOD		Y	Y
FT RILEY	POOR	NOT AVAL	POOR	GOOD		N	Y

Desirability of MACOM Exercising OPCON

or

Command Over Functional RC Units

1. Problem - to determine the proper command and control relationship for selected RC units during peacetime, wartime, and the transition.

2. Facts bearing on the problem.

a. FORSCOM currently has command and control responsibility over all USAR units.

b. Command and control is exercised by CONUSA for FORSCOM.

c. HSC, TRADOC, DARCOM, USACC and MTMC provide command and control to TDA units upon mobilization. (See Incl 1).

d. CIDC and INSCOM provide command and control to a selected number of TOE deployable and non-deployable units upon mobilization (See Incl 2).

e. USACC commands selected TOE RC units after they deploy.

f. Army Readiness Regions and Readiness Groups are charged with providing training assistance to all USAR units.

g. All MACOMs are presently assisting or initiating some type of assistance relationship with the RC units that they will command upon mobilization.

h. The USA Military Traffic Management Command has a formal training supervisory relationship with FORSCOM for selected units.

i. The Gaining Command Program (GCP) provides for identifying a tentative wartime assignment for early deploying Active Component (AC) and Reserve Component (RC) units to the gaining USAREUR Corps or Communication Zone (COMMZ) Headquarters.

3. Discussion.

a. Since the STEADFAST reorganization most MACOMs have assisted FORSCOM in providing training and support to the Reserve Components. Most of the programs have been informal, ranging from mutual support/parallel training to a modified affiliating program. When these programs were established, the MACOMs were benefitting in some cases as much as the RC units, i.e., RC physicians were providing medical care in active military treatment facilities while receiving very little formalized military training.

b. These programs have been very beneficial to the AC and RC. However, they lack continuity, are cumbersome, loosely organized, responsibilities are not always clearly defined and the RC units are caught in the middle.

c. Recent exercises and evaluations have pointed out that the present structure does not provide the best means for an orderly and rapid transition to war.

d. Weakness of Existing Structure.

(1) The present structure does not provide the MACOMs with tasking authority.

(2) MACOMs are required to coordinate through too many levels of command in order to communicate with a specific unit.

(3) The units are not closely aligned with their wartime MACOM.

(4) FORSCOM does not have the special interest in the TDA units that the MACOMs have.

(5) Unclear and conflicting responsibilities for installation management during and subsequent to mobilization.

(6) Excessive organizational turbulence during the transition from peace to war will occur.

(7) Prior to mobilization all MACOMs are not provided with information pertinent to readiness position (strength and training) of RC units.

(8) All MACOM are not providing input to pre-mobilization readiness of units assigned to them upon mobilization.

e. Alternatives. There are two feasible alternatives to the existing structure.

(1) Alternative A: The MACOMs exercise command and control of all RC units that report to the MACOM upon mobilization.

(2) Alternative B: The MACOMs exercise limited operational control for mobilization planning and training supervision over the RC units that report to the MACOMs upon mobilization (Definition of limited OPCON: Authorization for MACOMs to assign tasks, designate objectives and provide direction necessary to accomplish the training and mobilization planning mission).

f. Evaluation of Alternatives.

(1) Alternative A. To improve the command and control posture of the Reserve Components is not a simple task. Only in those areas where an enhancement of training of the total force can be recognized should changes be considered. MACOMs will receive upon mobilization a mix of National Guard and USAR deployable and non-deployable units. For these MACOMs to exercise command and control over these select units during peacetime would create additional management problems and further split the command relationship within the Reserve Components and create a duplicative management structure. The single manager concept with the CONUSAs dedicated to the RC management has proved successful with the exception of specialized training and mobilization planning for a select number of units. This present system provides for all of the administration and logistics required to manage the RC units and personnel. It would be a difficult task to reassign command functions from FORSCOM to MACOMs by reassigning FORSCOM assets. Each MACOM would require a significant increase in personnel, logistical and fiscal resources.

(2) Alternative B. The primary objective of the limited OPCON relationship is for the MACOMs to have a personal day-to-day relationship with the USAR units that are assigned to them upon mobilization. A realistic MOU must be written and approved that would explain the relationship (See Incl 3 for example). MACOMs should be able to exercise limited OPCON over the units with their existing staff and subordinate commands with, if any, a minor increase in personnel. Due to the different organizational structure and mission of each MACOM it is difficult at this time to determine the exact number of additional personnel required. The following additional personnel augmentation from the RC (statutory tours) should be adequate to

assist the MACOMs in establishing the program. HSC 1, TRADOC 3, and INSCOM 2. The following are the advantages and disadvantages of Alternative B.

(a) Advantages.

1 During peacetime all of the selected RC units would be aligned with their wartime chain of command with the MACOM providing immediate attention to mobilization and insuring a rapid and prderly wartime transition.

2 Techincal training matters for the RC units will be promoted by a direct technical channel.

3 Concentrates training towards accomplishment of the post-mobilization mission through direct interface with mobilization activity.

4 Promites standardization of operations with the RC units assigned to the MACOMs.

5 Provides a direct channel of communications for updating of personnel, training, logistical and readiness matters.

6 Provides the RC force direct access to a broader special staff expertise.

7 Should not require a new headquarters or addition to Army end strength.

8 No structure changes required to manage RC units during IDT or AT.

9 Reduce FORSCOM responsibility for day-to-day operations in the limited OPCON area.

(b) Disadvantages.

1 Coordination of annual training scheduling may become somewhat more complex with more than one MACOM involved in communications.

2 CONUSA (if utilized as managers) would be responsive to two commands, FORSCOM for most units and to MACOMs for the OPCON units.

3 Limited OPCON is difficult to define therefore to be effective specific responsibilities must be agreed upon by FORSCOM and the other MACOMs.

4 Extensive time consuming coordination would be required to insure that each headquarters is kept informed of actions which could impact on both command and limited OPCON areas of responsibilities.

4. Conclusions.

a. Alternative A is not practical for the reasons mentioned in paragraph 3f(1).

b. Alternative B presents the best course of action because the advantages, which will create a closer relationship between the MACOMs and RC units far outweigh the aforementioned disadvantages.

c. In addition to the command and control problem that is being addressed there is a problem associated with mobilization planning for a select number of late deploying units. (In one MACOM's situation early deploying units are also considered). Most MACOMs require these units to temporarily augment the CONUS base until the MACOM mobilization expansion plans are activated and all of the personnel positions are filled. One MACOM (DARCOM) will address this matter with FORSCOM and DA DCSOPS. This situation will require DA to consider altering the "Time Phase Force Deployment List (TPFDL).

a. DA issue guidance placing the units listed at Inclosure 1 and 2

a. DA issue guidance placing the units listed at Inclosure 1 and 2 limited OPCON to the proper MACOMs.

b. FORSCOM and the MACOMs listed prepare a recommended MOU in the format as shown in Inclosure 3 that spells out in detail the limited OPCON relationship. c. The MACOMs listed be authorized to requisition additional training. The staffing should be from Reserve Component statutory tours (section 265) personnel with the following breakdown:

USA Health Services Command	1
USA Training and Doctrine Command	3

d. MACOMs with a requirement for temporary use of late deploying units to support the CONUS base, coordinate with DA and FORSCOM ASAP.

6. The limited OPCON relationship should be an expansion of the Gaining Command Program (GCP) aluded to in paragraph 2i above, and should compliment FORSCOM's Support Unit Improvement Program (SUIP) and Wartime Mission Utilization Program (WARMUP).

7. References.

US Army Forces Command
Command and Control of USAR Schools Study
Ft. McPherson: 19 March 1979.

US Army Forces Command
FORSCOM Regulation 3502:
Reserve Component (US Army) Training
Appendix O, Ft McPherson: 1 February 1979.

US Army Forces Command
USAR Training Division/Separate Training Brigade
Command and Control Study, Ft McPherson: 24 March 2979.

US Army Health Services Command
Army Command and Control Study-82 (U)
HSC Response to ACCS-82 Tasking
Ft Sam Houston: 23 February 1979 (CONFIDENTIAL).

US Army, Training and Doctrinal Command
Army Command and Control Study-82
HQDA Letter 525-79-4
(DAMO-ODM) Subject: Gaining Command Program (GCP)
2 April 1979.

NON DEPLOYING
RC UNITS
OPCON (POTENTIAL)
TO OTHER MACOMS

HSC

<u>Unit</u>	<u>Unit</u>	<u>Unit</u>	<u>Unit</u>
US Army <u>Hosp (100B)</u>	US Army Hosp (Aug) <u>(300B)</u>	US Army Hosp (Aug) <u>(1000B)</u>	US Army Den Svc Det <u>(65-Man)</u>
135	3271	4005	1204
147		4010	3346
1207	US Army	5502	
2289	Hosp (Aug)	US Army	US Army
3343	<u>(300B)</u>	Den Svc Det	Den Svc Det
		<u>(16-Man)</u>	<u>(82-Man)</u>
US Army	3273		
<u>Hosp (300B)</u>	3344	1205	6355
		1206	
	US Army	3342	US Army
5503	Hosp (Aug)	5505	Den Svc Det
	<u>(500B)</u>		<u>(123-Man)</u>
US Army		US Army	
<u>Hosp (500B)</u>	6250	Den Svc Det	3299
		<u>(21-Man)</u>	
5010	US Army	5504	US Army
	Hosp (Aug)	5507	<u>Med TC</u>
US Army	<u>(750B)</u>	6254	3457
<u>Hosp (750B)</u>			
6252	1208	US Army	
		Den Svc Det	
US Army	US Army	<u>(31-Man)</u>	
<u>Hosp (1000B)</u>	Hosp (Aug)		
	<u>(750B)</u>	3295	
2290		2287	
	3270	2288	
	6251		
US Army	US Army	US Army	
<u>Hosp (1000B)</u>	Hosp (Aug)	Den Svc Det	
	<u>(1000B)</u>	<u>(48-Man)</u>	
2291			
3297	1225	3298	
5501	3274	4005	
6253	3345	5506	

TRADOC

Training Divisions

70th 91st
76th 95th
78th 98th
80th 100th
84th 104th
85th 108th

Reception Stations

3398th 3358th
4074th 2053rd
5089th 6218th
3396th 6219th
1018th 4073rd
5091st

Training Brigades

8830th MP Bde (AIT)
5th AR Bde (AIT)

USAR Schools

4151 USAR Sch - TX
4152 USAR Sch - LA
4153 USAR Sch - NM
4154 USAR Sch - AR
4155 USAR Sch - OK
4156 USAR Sch - OK
4157 USAR Sch - LA
4158 USAR Sch - LA
4159 USAR Sch - TX
4160 USAR Sch - IN
4161 USAR Sch - TX
4162 USAR Sch - TX
4164 USAR Sch - TX
4166 USAR Sch - TX
4960 USAR Sch - HI
5030 USAR Sch - IN
5032 USAR Sch - MI
5033 USAR Sch - MI
5034 USAR Sch - IL
5035 USAR Sch - IL
5038 USAR Sch - MO
5039 USAR Sch - MO
5040 USAR Sch - IA
5041 USAR Sch - IA
5042 USAR Sch - MN
5043 USAR Sch - SD
5045 USAR Sch - WI
5046 USAR Sch - CO
5047 USAR Sch - KS
5048 USAR Sch - KS

5049 USAR Sch - NE
6220 USAR Sch - CA
6222 USAR Sch - CA
6224 USAR Sch - AZ
6227 USAR Sch - CA
6228 USAR Sch - ID
6229 USAR Sch - WA
6232 USAR Sch - VT
6236 USAR Sch - WA
6237 USAR Sch - CA
6241 USAR Sch - WA
1031 USAR Sch - CT
1033 USAR Sch - ME
1034 USAR Sch - NH
1035 USAR Sch - VT
1036 USAR Sch - PA
1037 USAR Sch - MA
1049 USAR Sch - MA
1150 USAR Sch - NY
1151 USAR Sch - NY
1154 USAR Sch - NY
1155 USAR Sch - NJ
1157 USAR Sch - NY
1159 USAR Sch - NY
1163 USAR Sch - NY
2059 USAR Sch - PA
2070 USAR Sch - VA
2071 USAR Sch - MD
2072 USAR Sch - PA
2073 USAR Sch - PA

2074 USAR Sch - KY
2075 USAR Sch - OH
2076 USAR Sch - DE
2077 USAR Sch - OH
2078 USAR Sch - OH
2079 USAR Sch - VA
2085 USAR Sch - KY
2078 USAR Sch - OH
2090 USAR Sch - PA
2091 USAR Sch - PA
2093 USAR Sch - WV
2979 USAR Sch - VT
3283 USAR Sch - GA
3285 USAR Sch - NC
3286 USAR Sch - NC
3287 USAR Sch - SC
3288 USAR Sch - SC
3289 USAR Sch - SC
3290 USAR Sch - TN
3291 USAR Sch - TN
3292 USAR Sch - TN
3294 USAR Sch - GA
3385 USAR Sch - AL
3387 USAR Sch - FL
3388 USAR Sch - FL
3390 USAR Sch - MS
3391 USAR Sch - FL
3392 USAR Sch - AL

USACC

936th AV DET ATC
88th AV DET ATC
223rd AV DET ATC
49th AV DET ATC
150th AV DET ATC
11th AV DET ATC
47th AV DET ATC
426th AV DET ATC
28th AV DET ATC
670th AV DET ATC
253rd AV HQC
29th AB HHD BN
232nd AV DET ATC
145th AV PIT ATC
2361st DET SIG CTR
2362nd DET SIG CTR
6201st RAD COM STA
6202nd RAD COM STA
6203rd RAD COM STA
6204th RAD COM STA
6205th RAD COM STA
6206th RAD COM STA
6207th RAD COM STA

MTMC

1188	MILITARY OCEAN TERM UNIT (81st ARCOM)	1172	US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)
1175	US ARMY TRANSPORTATION TERMINAL UNIT A (79th ARCOM)	1192	US ARMY TRANSPORTATION TERMINAL UNIT B (122nd ARCOM)
1176	US ARMY TRANSPORTATION TERMINAL UNIT A (97th ARCOM)	1395	US ARMY TRANSPORTATION TERMINAL UNIT B (124th ARCOM)
1182	US ARMY TRANSPORTATION TERMINAL UNIT A (120th ARCOM)	1173	US ARMY TRANSIT CONTROL UNIT (94th ARCOM)
1159	US ARMY TRANSPORTATION TERMINAL UNIT A (94th ARCOM)	1185	US ARMY TRANSIT CONTROL UNIT (79th ARCOM)
1181	US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1190	US ARMY TRANSIT CONTROL UNIT (122nd ARCOM)
1184	US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1394	US ARMY TRANSIT CONTROL UNIT (63d ARCOM)
1191	US ARMY TRANSPORTATION (122nd ARCOM)	1397	US ARMY TRANSIT CONTROL UNIT (124th ARCOM)
1170	US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)	US	ARMY PASSENGER LIAISON UNIT (120th ARCOM)
1174	US ARMY TRANSPORTATION TERMINAL UNIT B (77th ARCOM)	1179	DEPLOYMENT SUPPORT UNIT (77th ARCOM)
1186	US ARMY TRANSPORTATION TERMINAL UNIT B (81st ARCOM)		

DARCOM

4-Aviation Classification and Repair Activities
(A select number of these units may deploy)

A - Groton, CT

B - Gulfport, MS

C - Springfield, MO

D - Fresno, CA

3-10-11

DEPLOYABLE AND NON DEPLOYABLE
RC UNITS
OPCON (POTENTIAL)
TO OTHER MACOMS

CIDC

316th MP Det (CI)
321st MP Det (CI)
316th MP Det (CI)
321st MP Det (CI)
322nd MP Det (CI)
323rd MP Det (CI)
347th MP Det (CI)
348th MP Det (CI)
366th MP Det (CI)
375th MP Det (CI)
378th MP Det (CI)
380th MP Det (CI)
383rd MP Det (CI)
399th MP Det (CI)
425th MP Det (CI)
430th MP Det (CI)
493rd MP Det (CI)
733rd MP Det (CI)
ARNG 121st MP Det (CI)
170th MP Det (CI)
1156th MP Det (CI)
417th MP Det (CI)

INSCOM

TOE Deployable

308th MI DET
400th MI DET
401st MI DET
402nd MI DET
403rd MI DET
404th MI DET
405th MI DET
407th MI DET
408th MI DET
409th MI DET
411th MI DET
415th MI DET
416th MI DET
417th MI DET
419th MI DET
420th MI DET
421st MI DET
423rd MI DET
424th MI DET
425th MI DET
428th MI DET
432nd MI DET
433rd MI DET
434th MI DET
439th MI DET
440th MI DET
442nd MI DET
443rd MI DET
445th MI DET
446th MI DET
448th MI DET
449th MI DET
450th MI DET
453rd MI DET
454th MI DET
458th MI DET

462nd MI DET
468th MI DET
469th MI DET
470th MI DET
471th MI DET
474th MI DET
476th MI DET
477th MI DET
478th MI DET
479th MI DET
480th MI DET
481st MI DET
484th MI DET
486th MI DET
487th MI DET
488th MI DET
490th MI DET
698th MI DET
837th MI DET

MID (CI)

20th CI DET
226th CI DET
228th CI DET
283rd CI DET
337th CI DET
349th CI DET
372nd CI DET
826th MI Bn FLD Army
99th ASCO
197th AS Det
142nd MI CO
342nd ASCO

Example of OPCON Agreement
for
Training and Employment
of
Designated RC Units

1. Purpose. This directive provides guidance for MACOMs exercising limited OPCON for mobilization planning and training supervision for designated Reserve Component (RC) units.

2. Applicability. This directive is applicable to designated TDA and TOE RC units. When this directive conflicts with the guidance of other regulations, circulars, and pamphlets, the provisions of this directive apply.

3. Explanation of Terms.

a. Designated Units. This term applies to all RC units designated for assignment to MACOMs under mobilization. Most of these units are organized by TDA and assigned to the USAR troop program. (See Incl 1 and 2 of basic document for MACOM unit breakdown).

b. MTMC. The Military Traffic Management Command is a jointly staffed industrially funded major Army command through which the Secretary of the Army executes his responsibility as Department of Defense (DOD) Single Manager for military traffic, land transportation and common user ocean terminals.

c. HSC. The Health Services Command provides health services for the Army in the Continental United States (CONUS), Canal Zone, Alaska, Hawaii, Johnston Island, Guam, and Trust Territory of the Pacific Islands (TTPI) and, as directed by the Chief of Staff, United States Army (CSA), for other departments, agencies, and organizations. Provide medical professional education and training for Army Medical Department (AMEDD) personnel and, as required or directed, of other Army personnel, members of other Services of federal agencies, and authorized foreign national personnel within policies established d. TRADOC. The Training and Doctrines Command develops and manages training programs and supervises the training of individuals d. TRADOC. The Training and Doctrines Command develops and manages training programs and supervises the training of individuals and, as the Army's principal combat developer, guide, coordinate, and integrate the total combat development effort of the Army. and, as

the Army's principal combat developer, guide, coordinate, and integrate the total combat development effort of the Army. Command organizations and installations as assigned by HQDA and, through assigned installations, provide administrative, logistical, and other support services to elements and agencies of DA, DOD, and satellites of TRADOC installations. as the primary materiel developer with responsibilities for research, development, configuration management, developmental test and as the primary materiel developer with responsibilities for research, development, configuration management, developmental test and evaluation, integrated logistics support planning and execution, acquisition or procurement production, new materiel systems for the US Army and other DOD agencies as assigned. Develop and provide materiel maintenance and related logistics services to DA and other agencies as directed, or in accordance with letters of agreement. Provides world-wide technical and professional guidance and assistance for readiness planning and logistic support for Army materiel in coordination with US Army Logistics Center in its area of responsibility.

f. CIDC. The Criminal Investigations Command provides services to all US Army elements and, as directed by the Chief of Staff, Army or higher authority conducts sensitive or special interest investigations and to provide or conduct protective service operation for DOD and DA.

g. INSCOM. The Intelligence and Security Command conducts intelligence, counter-intelligence and electronic weapons operations in support of the Army at echelon above corps. Conduct Signals Intelligence, command the Army componentss of the Central Security Service. Analyze, produce and disseminate all source counter-intelligence and provide advice, assistance and technical operational support to ensure maximum exploitation of national intelligence assets.

h. USACC. Army communications command engineer, install, operate and maintain: the Army's communications systems at all echelons above the corps level including Army posts, camps and stations; the Army's air traffic control systems (both tactical and non-tactical) and the Army's assigned portion of the Defense Communications System (DCS).

i. Limited OPCON - Authorization for MACOMs to assign tasks, designate objectives and provide direction necessary to accomplish the training and mobilization planning mission.

4. General. Designated Reserve Component units will conduct progressive military and functional training. Their objectives are to attain and maintain the highest levels of individual and unit proficiency that are achievable in a premobilization status in order to produce units qualified to perform operational missions assigned by MACOMs with the absolute minimum of postmobilization training.

5. Inactive Duty Training (IDT).

a. During IDT, units will emphasize mission-related training which can be accomplished at home station. Classroom instruction, command post exercises, SQT training, mutual support programs, and civilian sponsored unit programs are examples of training that can be conducted during IDT to improve individual and unit readiness. for IDT. This guidance is amplified/modified as follows: TDA designated units are exempted from the field environment and for IDT. This guidance is amplified/modified as follows: TDA designated units are exempted from the field environment and overnight bivouac requirements of para 3-4a, except when necessary to provide additional site support requirements.

c. CPX requirements indicated in paragraph 3-1c of FORSCOM Reg 350-2 do not apply to designated units. For those units, the following applies:

(1) Units which have attained a C-1 or C-2 training rating will conduct or participate in one mission oriented CPX annually.

(2) C-3 and C-4 units will concentrate on training which will improve their training rating and are exempted from CPX requirements until they progress to a C-2 rating.

6. Annual Training (AT).

a. Training conducted at AT should include training which cannot be conducted efficiently at home station. Designated units should train in an operational site environment so as to acquire experience in actual operations.

b. CONUSA provide training schedule site and dates in coordination with MACOMs.

7. Field Training/Bivouacs. TDA designated units are not required to perform training in a field environment during IDT or AT because

their missions do not require operation in such an environment; however, if only field conditions exist at a required training site, training will be conducted under those conditions.

8. Weapons Qualification. TDA designated units are not authorized weapons; however, individual weapon qualification/familiarization requirements for these units may be established by the CONUSA concerned, IAW guidance contained in basic regulation.

9. Familiarization Tours of Mobilization Sites. Designated units will conduct familiarization tours of mobilization sites. Units will normally conduct such tours during IDT. For those units unable to conduct such surveys during IDT, MACOMs will attempt to conduct these tours during the unit's scheduled AT. Unit personnel to accomplish this requirement will be selected by the unit commander. All familiarization tour/site surveys will be coordinated by MACOMs at least once every three years.

10. Individual School Training. Officer and enlisted personnel are encouraged to apply for appropriate career, functional, or MOS awarding courses. US Army Schools (DA Pam 351-4), correspondence courses (DA Pam 351-20), or nonresident USAR school must request quotas for resident phases of training through channels, to the respective CONUSA headquarters. Class dates must request quotas for resident phases of training through channels, to the respective CONUSA headquarters. Class dates for all resident courses are listed in TRADOC Pam 350-series. Officers should enroll in those courses which fulfill the military 11. Essential Functions of MACOM Operations. Training in essential functions such as MIS, documentation and contract administration, 11. Essential Functions of MACOM Operations. Training in essential functions such as MIS, documentation and contract administration, should be accomplished during both IDT and AT. Separation of personnel from a unit during IDT/AT should not be an obstacle to the accomplishment of the required training in these functions.

a. MIS Training.

(1) Mutual support agreements should be established, where possible, with Active Component installations/activities, regardless of service, to provide MIS training during IDT/AT.

(2) Two-week resident courses can be established at the US Army Administration Center, Ft Benjamin Harrison, Indiana. Specific instructions are provided in e below. by the US Army Administration Center is encouraged.

by the US Army Administration Center is encouraged.

b. Documentation Training. (MTMC/DARCOM)

(1) Enrollment in correspondence courses provided by the US Army Transportation School, Ft Eustis, Virginia, is encouraged.

(2) Use of USAR schools with documentation instruction should be considered for IDT or AT.

(3) Mutual support agreements should be established where possible, with Active Component installations/activities, regardless of service, which can provide OJT in the use of MIL STAMP procedures during IDT/AT.

(4) Two-week resident courses can be established at the US Army Transportation School. Specific instructions are provided in para e below.

c. Contract Administration Training (MTMC/DARCOM).

(1) Mutual support agreements should be established, where possible, with Active Components installations/activities, regardless of service, which can provide OJT in contract administration procedures.

(2) Attendance at the School of Systems and Logistics, Air Force Institute of Technology, Wright-Patterson AFB, Ohio, which provide resident courses in contract administration is encouraged. Quotas Readiness Command (DARCOM). Applications should be forwarded through channels to CDR, FORSCOM, ATTN: AFPR-MPT-S. Readiness Command (DARCOM). Applications should be forwarded through channels to CDR, FORSCOM, ATTN: AFPR-MPT-S.

d. Special resident instruction. US Army Training and Doctrine Command (TRADOC) and other MACOM service schools can provide two week courses for RC personnel. Requests for courses to be presented will be forwarded through channels to CDR, FORSCOM, ATTN: AFOP-RCO, at least six months prior to the desired start date. A minimum of 20

students per course is required. Since one unit may not be able to provide the minimum student load CONUSA will consolidate command wide requirements.

12. Army Training and Evaluation Program (ARTEP) TOE units.

programs. The ARTEPs provide a basis for development of training objectives by specifying minimum standards of performance for programs. The ARTEPs provide a basis for development of training objectives by specifying minimum standards of performance for critical missions and tasks. It also provides the unit commander a means of evaluating the effectiveness of past training of all echelons of his unit, as well as assessing future training needs.

b. Unit evaluation, using the ARTEPs, will be in accordance with paragraphs 2-7 through 2-10 of FORSCOM Reg 350-2.

c. MACOM personnel will conduct the external ARTEP evaluations, and provide qualified evaluators including the Site Chief Evaluator.

13. Coordination.

a. Direct technical communications channels between MACOM and the designated units is authorized. Communications that are directive in nature will be channeled through Commander, FORSCOM, the appropriate CONUSA and RC chain of command.

b. CONUSA are authorized to coordinate directly with MACOM concerning AT scheduling and evaluation of the designated Reserve Component units, and the use of MACOM installations during IDT/AT.

14. The command relationships outlined in this draft Memorandum of Understanding will accommodate the philosophy of the Gaining Command Program (GCP), FORSCOM's support unit improvement program (SUIP) and wartime mission utilization program (WARMUP).

C-O-R-R-I-G-E-N-D-U-M

1. Space Requirements.

a. A space requirement of 1010 military spaces for the Corps Signal Brigade has been used throughout the analysis and evaluation of organizational alternatives.

b. During coordination of the draft report, FORSCOM proposed that this requirement could be reduced to 691 spaces. This proposal was staffed and agreed to by the ARSTAFF.

c. Although 691 is the recognized requirement, entries on the following pages have not been changed from 1010 to 691. This would be a relative change in each alternative that would not affect relative evaluation and ranking.

2. Dollar Costs. Dollar costs stated for each alternative represent a total systems cost (including military personnel salaries and full equipment procurement) for comparative purposes only. Actual impact on the Army Budget to implement a given alternative would be considerably less depending on manpower and equipment traffic established.

Chapter 4
ALTERNATIVE 3

1. Executive Summary:

a. Short Description. Inactive ARR; inactivate ARCOM; organize 11 Readiness and Mobilization Commands (REDMOB).

b. Characteristics.

(1) HQDA. A dedicated staff group will be formed for up to two years to develop and implement an Army Mobilization Planning System (AMPS). Personnel spaces for the AMPS group will be from current HQDA authorized or overstrength positions.

(2) FORSCOM. Additional mobilization planning assets are provided to HQ FORSCOM.

(3) Other MACOM. No change.

(4) CONUSA. No major changes to missions; additional mobilization planning assets are provided to each CONUSA.

(5) Corps/Division. Each AC corps and division headquarters is provided two additional assets to assist in managing the roundout/affiliation program.

(6) ARR. ARR headquarters are inactivated, and ARR functions are transferred to the REDMOB. ARR spaces are used to offset REDMOB full-time space requirements. Battalion-level advisors are eliminated; remaining advisors are assigned to REDMOB.

(7) RG. Assigned to the REDMOB. In Sixth Army area some RG branch-related positions are changed to correspond to type units to be supported in the new REDMOB areas. No changes to RG in the First and Fifth Army areas.

(8) ARCOM. The ARCOM is inactivated and most ARCOM functions are transferred to the REDMOB. ARCOM full-time and part-time spaces are used to offset REDMOB full-time and part-time space requirements respectively. The USAR command and control structure below ARCOM level is preserved in First and Fifth Armies. Some

changes are required in the Sixth Army area because the new REDMOB boundaries divide three ARCOM areas.

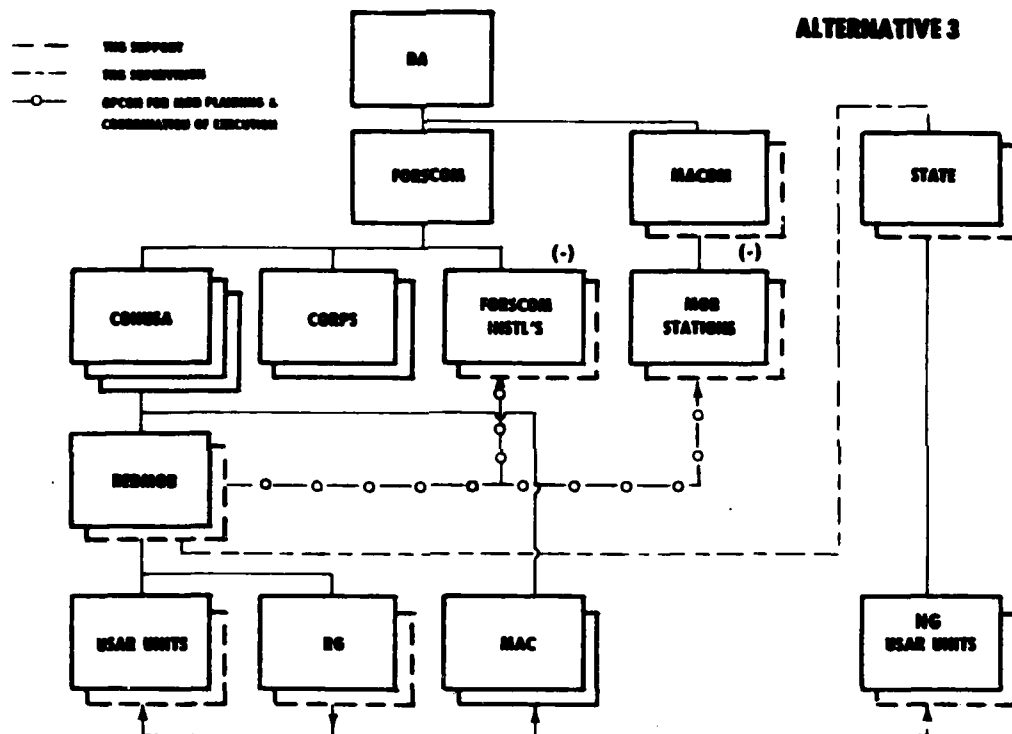
(9) Other MUSARC and GOCOM. Retain other MUSARC except MAC as GOCOM under the REDMOB; CONUSA continue to command MAC directly. Other MUSARC and GOCOM will command those units that are normally a part of their functional or doctrinal organization. Those training divisions in First Army area that received additional manpower spaces under the Program to Improve Reserve Components (PIRC) will lose those spaces as well as the training functions for which the spaces were provided. USAR units attached to the training divisions under PIRC will be reassigned to the REDMOB.

(10) REDMOB. Organize eleven REDMOB under the three CONUSA to: command USAR units on an area basis; command RG; command RC advisors and augmentees; supervise and inspect ARNG training; exercise OPCON of MS in assigned area for mobilization planning and coordination of execution; evaluate RC unit readiness; provide training assistance to the RC; command designated installations on mobilization; command mobilized STARC in assigned area; prepare and execute domestic contingency and MSCD plans as directed; and coordinate, within assigned area, all intraservice support provided by supporting installations IAW AR 5-9 to the RC. REDMOB commander is an AC MG who is also designated a deputy CONUSA commander within assigned area. REDMOB commander has a USAR MG and an ARNG BG as deputy commanders. A USAR BG is provided as a Chief of Staff. An AC O-6 is the assistant Chief of Staff. REDMOB staff has both AC and RC personnel. RC portion of the staff is primarily USAR; ARNG personnel are assigned to assist the commander in executing his mission as it pertains to the ARNG.

(11) Coordinating Installations (CI). Current CI that are responsible IAW AR 5-9 for coordinating intraservice support with supporting installations (SI) for the RC lose this CI responsibility to the REDMOB. This does not change the current funding and accounting support provided by CI. Change AR 5-9 as required.

(12) Installations. Most installations will be provided at least one dedicated mobilization planner. Those installations with peak mobilization loads of 20,000 personnel or greater will be authorized two dedicated mobilization planners, DRC collocated with REDMOB will be reduced to a minimum staffing level (1 Off, 1 EM, 2 Civ); other DRC will have no more than nine personnel.

(13) Organization Diagram.



c. Resource Summary.

(1) Manpower. *

	AC	RC FT	PDS	CIV DAC	ART
MOB Planners	+37			+36	
Roundout/affiliation	+24				
Inactive ARR	-339	-15		-97	
Inactive ARCOM	-215		-3129	-22	-384
Organize REDMOB	+628	+55	+1467	+119	+384
DRC and PIRC	-48			-36	
Instal BASOPS				-15	
Eliminate BN advisors	-161				
Net Impact	-74	+40	-1662	-15	0

* Includes an increase of 2 AC and 11 ARNG GO and a decrease of 16 USAR GO.

(2) Costs.

	(\$000)
Annual Operating Costs (Base Line)	146828.7
Annual Operating Costs (Alternative)	141026.5
(Incremental Cost)	-5802.2
One-time Implementation Cost	3989.6

d. Comparison with Base Case.

ADVANTAGES

- o Provides valid, defined post-mob mission to all headquarters.
- o Reduces unnecessary layering.
- o Increases dedicated AC command and control structure for USAR.

- o Increases AC/RC integration.
- o Some USAR resource savings possible for application against other requirements.
- o Requires no additional full-time manpower spaces.
- o Reduces duplication.
- o Reduces CONUSA span of control in peacetime and wartime.
- o Improves the area command and control structure in CONUS.
- o Enhances potential for improving mobilization and deployment planning.
- o Provides additional assets for mobilization planning at installations, CONUSA, FORSCOM and HQDA.
- o Enhances total mobilization capability.
- o Simplifies procedures for RC units to obtain installation support IAW AR 5-9.

DISADVANTAGES

- o Appears to be an AC takeover of the USAR command structure at a lower level.
- o Creates turbulence (28 inactivations, 11 activations) in the structure during reorganization.
- o Possible degradation of AC GO attention to ARNG.
- o Provides broad span of control for REDMOB.
- o Reduces the number of senior, USAR officer positions.
- o Reduces the number of USAR command positions.
- o Possible loss of DAC and ART personnel.
- o Possible loss of USAR personnel.

2. Detailed Description.

a. Narrative Description.

(1) The major intermediate command and control headquarters for USAR units are the MUSARC, which include ARCOM. Most MUSARC, except ARCOM, are functionally or doctrinally organized to command or provide assistance to similar subordinate units and are generally effective. The GAO, in a report dated 25 Apr 79, on the Army and Air Force Selected Reserve, concluded that ARCOM were essentially administrative rather than command and control headquarters and that ARCOM are neither staffed for, nor capable of, providing meaningful technical guidance to their units. Most assistance to ARCOM units is provided by other elements of the RC management structure. The ARCOM have also been criticized by some AC personnel in the RC management structure as being ineffective and unresponsive.

The ARR have been criticized by GAO, as well as OSD, as being headquarters in the RC management structure which duplicate, unnecessarily, many of the functions of the CONUSA, RG and unit advisors. The functions of the ARR coordinators are those that are most often cited as being duplicate.

This alternative is aimed at retaining and improving the intermediate level of command and control for USAR units. The improvement results from a consolidation of the nine ARR headquarters and nineteen ARCOM into REDMOB. The REDMOB will strengthen the command and control over USAR units for several reasons:

(a) REDMOB commander will be an O-8(AC).

(b) REDMOB staffing will provide more full-time personnel with branch expertise related to the missions of subordinate units than are currently in the ARCOM.

(c) Full-time personnel will be able to handle many of the mundane, time-consuming tasks which will free the USAR personnel to concentrate on their specific staff responsibilities during drill time.

(d) Normal rotation of AC personnel will provide a broad spectrum of knowledge, expertise, experience and innovative ideas. (This assumes, however, that HQDA will continue to assign high

quality personnel to tours of duty with the RC).

(e) The AC and RC personnel will complement each other in the REDMOB and its relations with the CONUSA and subordinate USAR units.

(f) The higher percentage of full-time staff personnel, 44% in the REDMOB versus 17% in the ARCOM, will increase the effectiveness of this intermediate level of command.

(g) The stationing of the REDMOB at an Army installation will provide better, but still not the desired, level of communications and ADPE support than would be available at ARCOM locations.

(2) The REDMOB's primary, peacetime missions will include USAR command, ARNG training supervision and inspection, RC unit readiness evaluation and mobilization planning. However, the REDMOB's role in mobilization is greater than that of the ARCOM and the ARR they replaced. This mobilization role is the result of the need to be able to decentralize execution of mobilization below the CONUSA level; it also dictates that the REDMOB should have an AC commander and a high percentage of full-time staffing. The REDMOB will be the managers of the mobilization process in their respective areas. REDMOB will require management information systems, as do the CONUSA, to provide RC unit personnel and equipment visibility. Mobilization will greatly burden the existing vertical personnel and supply systems; the REDMOB will likely have a limited backup role in the personnel and supply systems supporting the RC.

The CONUS area-oriented command and control structure for Army units will include FORSCOM, CONSUA and REDMOB, with STARC added upon mobilization. Each element is necessary for FORSCOM to perform its missions and functions. The FORSCOM span of control includes three CONUSA, 21 installations, 19 major troop units and 11 field operating activities. This broad span of control plus the diversity of missions have required that FORSCOM delegate much of its RC management authority to the CONUSA, which does not change in this alternative. Without the CONUSA in this alternative, FORSCOM would have to deal with the REDMOB directly, thus further broadening the span of control.

The CONUSA commander provides a level of experience and authority

which is essential to deal with a variety of peacetime functions, for example: assisting the REDMOB in maintaining liaison with state adjutants general; assisting REDMOB in RC unit readiness evaluation and improvement; providing local Army representation; performing broad supervision of RC unit training; coordinating CONUS defense plans (less aerospace defense) and MSCD on a wide areas basis; executing mobilization plans. As a result of STEADFAST, the RC enjoys the undivided attention and support of a senior AC commander who commands the USAR and controls the assets for rendering assistance to the RC. CONUSA area management, training, formation of new units and sustaining forces functions will continue throughout the periods of full and total mobilization.

The REDMOB will be the CONUSA's intermediate level headquarters in the area-oriented command structure. (REDMOB functions will be discussed later.) On mobilization, the STARC will become the REDMOB's area commander in the state, thus completing the area-oriented command structure. This structure is needed to assure continuing command and control over the Army's CONUS activities.

(3) A key consideration is the number of REDMOB headquarters to be organized. The logical range of numbers is from nine to 19, the number of ARRC and ARCOM respectively. Consideration of several factors determined the number of REDMOB to be organized. These factors included:

(a) The number of subordinate USAR headquarters favors at least 11 headquarters and possibly 19 or more. There are 19 ARCOM currently which have about 600 units reporting directly to the ARCOM. Assuming that this span of control is not too broad, then 19 or fewer REDMOB should suffice. However, if the relative effectiveness of REDMOB compared to ARCOM is a function of the ratio of their full-time staffing, then the REDMOB would equal about 1.6 ARCOM; and then about 11-12 REDMOB would be needed (19/1.6).

(b) Considering the number and strength of all USAR units, if the 19 ARCOM are adequate, the 19 or fewer REDMOB should suffice. Computing ratios of full-time staffing to total USAR strength for the REDMOB and for the ARCOM yields a slightly different effectiveness ratio. For REDMOB, the ratio is 0.44%; and, for the ARCOM, 0.26%. The relative effectiveness ratio then would be about 1.7, and 11 REDMOB would be needed (19/1.7).

(c) Geographical dispersion of units favors 9-19 REDMOB. The CONUS is currently divided into 19 ARCOM areas, some of which have geographic areas which are too large for the ARCOM to cover considering the ARCOM limited communications, travel budget and the part-time nature of ARCOM personnel. Additionally the travel difficulties caused by the weather and limited airline service in parts of the CONUS degrade the ability of the ARCOM in the northern parts of the country to cover their large areas.

(d) A planned mission for the REDMOB is to command an installation after mobilization begins. This mission favors 12 REDMOB. TRADOC active installations are excluded for two reasons. First, the REDMOB are FORSCOM assets. Second, TRADOC active installations have relatively stable installation commands; the major command element doesn't deploy. However, at nine FORSCOM installations, the deployment of corps and divisions creates a serious void in the installation command and management capability which can not be easily replaced. For these installations, command passes to the senior commander under current plans. USAR training divisions mobilize at five of these FORSCOM installations (Bragg, Polk, Hood, Ord and Lewis). Training divisions will be TRADOC assets but could end up commanding FORSCOM installations if the training division commander is the senior commander on the installation. Of the five installations, only Ft Ord will be a single-purpose installation (training center); at Ft Ord the training division is the logical installation commander. However, the other four installations are dual-purpose; for those the training division is not a suitable command headquarters. The mobilization loads at McCoy, Drum, Devens and Indiantown Gap justify the use of a REDMOB as the command headquarters. USAR garrisons scheduled for Drum and Indiantown Gap would be reassigned to command two (e.g., Camp Ripley and Gowan Field) of the five state-owned or leased installations which have no assigned garrisons, or they could be used to augment garrisons at other installations.

(e) Command of RG and advisors could be done with nine REDMOB since nine ARR were sufficient.

(f) The number of available full-time spaces from the inactivated ARR and ARCOM is adequate for eleven REDMOB. This is based on the staffing guide developed for the REDMOB and on the number/type of units found in the REDMOB area.

(g) There are enough USAR spaces in 19 ARCOM to staff more than 12 REDMOB.

(h) If it were desirable to avoid increasing the number of AC headquarters, then only nine REDMOB would be activated to replace the nine ARR.

(i) One REDMOB at or near each of the 19 ARCOM locations would be necessary to minimize the loss of USAR personnel and the loss or dislocation of ART.

These factors are summarized in Table 4-1.

Table 4-1
Factors for REDMOB Determination

	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>More than 12</u>
Number of subordinate HQS.			X	X	
Number and strength of units.			X		
Unit locations and geography.					X
Post-mob command of MS.				X	
Full-time space offset.			X		
Minimum new HQS.	X				
Minimum loss of USAR, DAC and ART personnel from ARCOM.					X

Space considerations for full-time personnel preclude organizing 19 REDMOB as described in this alternative. The number of full-time spaces required based on the REDMOB staffing guide would be excessive. This would be nothing more than increasing the ARCOM full-time staffing excessively and changing the USAR commander for an AC commander. Nineteen is not a reasonable number. Nine REDMOB are too few primarily because of geography in the Sixth Army area. The other factors favor eleven or twelve REDMOB. Eleven was the number selected based on calculated REDMOB effectiveness and available full-time spaces.

b. Command Relationships and Responsibility for Area and Subordinate Elements.

(1) There are no changes to command relationships between HQDA and the MACOM. MACOM and CONUSA area and/or installation responsibilities are not changed either. CONUSA remain directly subordinate to FORSCOM. The newly-activated REDMOB are assigned to the CONUSA. The 75th MAC is assigned to First Army; 87th MAC, to Sixth Army. No other USAR units are assigned or attached directly to the CONUSA.

ARCOM are taken out of the command and control structure by their inactivation. Command structures under ARCOM are preserved as much as possible and placed under REDMOB. Other MUSARC (less MAC) are reassigned from CONUSA to REDMOB. Some USAR units and activities subordinate to MUSARC might be realigned due to the defined REDMOB areas. USAR units that were attached to MUSARC in USAONE under the Program to Improve Reserve Components (PIRC) will be reassigned to REDMOB.

All MS are placed under OPCON of the REDMOB for mobilization planning and coordination of execution. (Details of the OPCON are in the functions statements for REDMOB in paragraph c). With the inactivation of the ARR headquarters, RG and advisors are assigned directly to the REDMOB but are not carried on the REDMOB TDA.

The REDMOB will become subordinate headquarters under the CONUSA. The REDMOB commander is also designated a deputy CONUSA commander with authority as specified by the CONUSA commander. During peacetime, the REDMOB commands all USAR units, readiness groups and advisory elements in assigned area. (The structure below the current ARCOM will be preserved as much as possible under the REDMOB). The

REDMOB commander has a defined OPCON relationship with MS in assigned area for mobilization planning and coordinating execution. The REDMOB commander has a coordination and liaison relationship with State Adjutants General and senior ARNG personnel. Upon mobilization, STARC are attached to REDMOB to assist the REDMOB commanders in executing their area-oriented missions. After mobilization, each REDMOB (except REDMOB X) commands, on order or as planned, the installation on which it is located. The REDMOB does not initially offset space requirements in the MS TDA for mobilization expansion; it complements the existing garrison and expanded structure. However, at M+4 or later, REDMOB staffing for RC functions should be reduced; remaining staffing should be adjusted for the REDMOB continuing area command functions and installation command functions. Around M+6, the REDMOB and installation staffs are to be fully integrated.

(2) CONUS is divided into eleven REDMOB areas based on several considerations.

Figure 4-1
REDMOB Areas of Responsibility

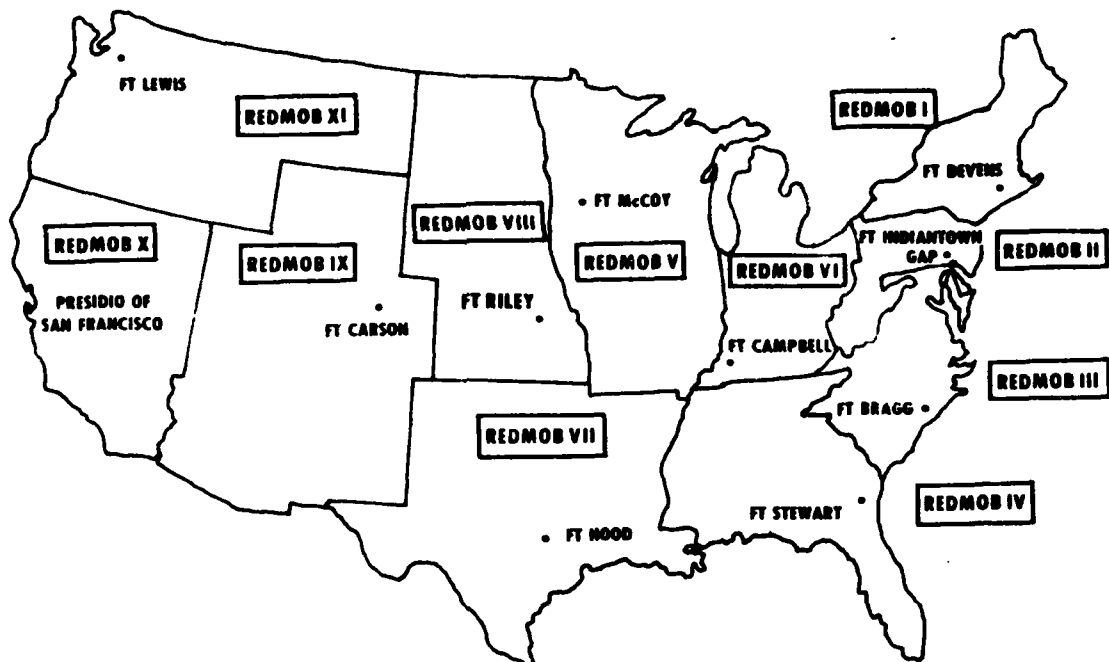


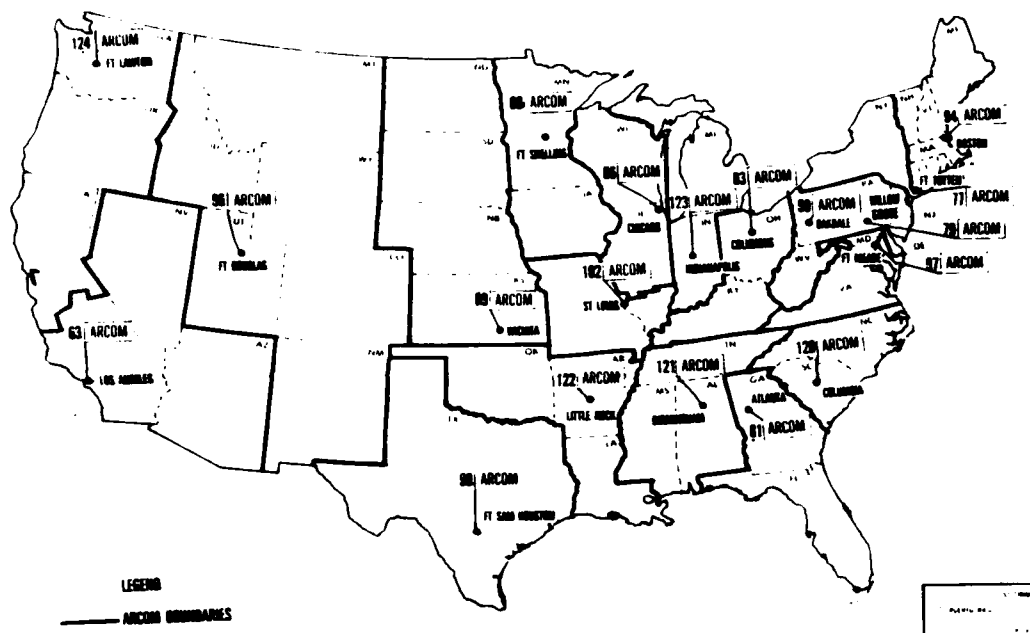
Table 4-2
REDMOB Locations and Areas

<u>REDMOB</u>	<u>Installation</u>	<u>Area of Responsibility</u>
I	Ft Devens	ME, VT, NH, MA, RI, CT, NY
II	Ft Indiantown Gap	NJ, PA, WV, DE
III	Ft Bragg	MD, DC, VA, NC, SC
IV	Ft Stewart	TN, MS, AL, GA, FL, PR, VI
V	Ft McCoy	MN, WI, IA, MO, IL
VI	Ft Campbell	KY, IN, OH, MI
VII	Ft Hood	TX, OK, AR, LA
VIII	Ft Riley	KS, NE, SD, ND
IX	Ft Carson	CO, NM, AZ, UT, WY
X	Presidio of SF	CA, NV
XI	Ft Lewis	WA, OR, ID, MT

(a) A state will not be divided between or among REDMOB. This will result in a state's (STARC upon mobilization) having to deal with only one REDMOB.

(b) ARCOM areas of responsibility were retained as far as possible to minimize turbulence in the USAR command and control structure below ARCOM level. Only three ARCOM areas were divided among different REDMOB areas.

Figure 4-2
ARCOM Areas



(c) REDMOB areas were designed to avoid having an area with an exceptionally large concentration of USAR units. However, there was no attempt to make all REDMOB have the same number of USAR units. Only one REDMOB area includes more than two former ARCOM areas.

(d) The large area within USASIX was divided into four REDMOB areas to ease the geographic span of control without creating a REDMOB with two few USAR units.

(3) USAR GOCOM and other units will be assigned or attached to the REDMOB in whose area the GOCOM or unit headquarters is located. The GOCOM and USAR command structures that existed below ARCOM will be preserved so far as possible. GOCOM will normally retain command of subordinate units that are a part of its functional or doctrinally-oriented organization. Some GOCOM and other units might have subordinate elements located in other REDMOB areas. Each of these GOCOM and USAR units with subordinate elements in another REDMOB area will have to be examined to determine if realignments or modified command relationships are necessary. The command structure that existed below ARCOM will be preserved so far as possible. The training associations built into FORSCOM SUIP and WARMUP can be integrated into the USAR structure below the REDMOB without changes. REDMOB organizational summaries are in Inclosure 1.

(4) There is no change to the peacetime command and control of ARNG units. Upon mobilization, each STARC is attached to the REDMOB in whose area the STARC is located. Each ARNG unit, upon mobilization, is OPCON to the STARC until the unit arrives at its MS, is attached to another major AC unit or is deployed directly from home station.

c. Functions and Responsibilities.

(1) There is no change to the missions and functions of HQDA and MACOM. The CONUSA mission is essentially unchanged. Some functions assigned to the CONUSA by FORSCOM Reg 10-42 are transferred to the REDMOB since the REDMOB will be the CONUSA operating headquarters in direct command of USAR units, the AC advisors to RC units, and the RG. The CONUSA retains the responsibilities associated with these functions that are transferred to the REDMOB, however, and exercises staff supervision over the accomplishment of the functions. Inclosure 2 contains a revised list of CONUSA functions and indicates

those functions transferred to REDMOB.

Current coordinating installations that are responsible IAW AR 5-9 for coordinating intraservice support for the RC lose this CI responsibility, except for funds accounting support, to the REDMOB. AR 5-9 must be revised to reflect these changes in CI concept and responsibilities.

Most ARCOM and ARR functions are transferred to the REDMOB. MUSARC which, under PIRC, had command responsibilities for USAR units not normally assigned or attached to the MUSARC will lose these responsibilities to the REDMOB. REDMOB are assigned functions that are appropriate for a command which includes USAR units, AC advisors and RG in peacetime as well as STARC and an installation in wartime. The management of mobilization execution is decentralized from the CONUSA to the REDMOB. Most REDMOB functions are transferred from CONUSA, ARR, ARCOM and CI but several functions are new. A detailed listing of REDMOB functions is shown in Inclosure 3. The significant REDMOB missions and functions are:

(a) Command all assigned USAR troop program units and attached individuals, reinforcement training units, and mobilization designee detachments within geographic area of responsibility. Includes command of units organic to assigned units but located in another REDMOB area.

(b) Command RG, advisors and augmentees within geographic area of responsibility.

(c) Provide command supervision over USAR area maintenance support activities (AMSA), equipment concentration sites (ECS), weekend training sites (WETS), and Army equipment compounds (AEC) within geographic area of responsibility.

(d) Direct and supervise MTC activities to insure support is provided to RC units in REDMOB areas which do not have assigned training divisions.

(e) Provide assistance to RC units in attaining and maintaining their assigned readiness objectives.

(f) Evaluate readiness status of RC units.

(g) Maintain liaison with, and conduct staff visits to, State Adjutants General and senior ARNG commands.

(h) Supervise and inspect ARNG training.

(i) Exercise OPCON of all MS in assigned area for mobilization planning and coordination of execution. The REDMOB commander will be:

1 The single point of contact for mobilization planning in his assigned area. This includes authority to provide planning guidance, task installations to prepare plans, establish schedules and milestones for plan preparation, assure coordination of plans among installations and RC units, review installation, state and USAR unit mobilization plans and approve mobilization plans as they pertain to the RC. It includes the responsibility to assist MS in coordinating with RC units and State Adjutants General, provide timely planning guidance and provide appropriate RC unit data and support requirements to MS.

2 The single point of control and coordination for mobilization execution in his assigned area. This includes the authority to modify plans, order execution of plans, direct accomplishment of tasks to support RC units and modify RC movement schedules from home station to MS; it does not include the authority to task other MACOM assets or resources without prior coordination with the MACOM involved. It includes the responsibility to: provide RC unit movement data to MS; coordinate RC unit movements with ITO; coordinate arrivals of RC units at MS; assist MS and RC units in determining and satisfying support requirements for RC units; assist and instruct mobilized RC units in home station processing.

(j) Upon mobilization, exercise command of a designated installation on order or as planned.

(k) Prepare and execute domestic contingency and military support to civil defense plans as directed by CONUSA.

(l) Exercise command of STARC upon mobilization.

(m) Coordinate, within assigned area, intraservice support, less funds accounting, provided by supporting installations to RC IAW AR 5-9.

(2) There are no significant changes to functions for GOCOM and other USAR units or to peacetime ARNG functions. Upon mobilization, the STARC perform assigned missions under the command of the REDMOB in whose area the STARC is located. Assigned STARC missions include:

(a) Plan and execute state plans for land defense in the state and for MSCD.

(b) Provide assistance and instruction to mobilized ARNG units in their respective state for home station processing, administration and processing procedures, financial and logistics support, and movements from home station to MS.

(c) Be prepared to assist geographically-isolated mobilizing USAR units within the state in movement from home station to MS. STARC have have continuing, area-oriented command and control missions. However, at some time after M+6, some STARC could be given the mission to form cadres for new units.

d. Staffing Concept.

(1) HQDA is provided a dedicated staff group for up to two years to develop, implement and discipline an Army Mobilization Planning System (AMPS). Personnel spaces for the AMPS group will be from current HQDA authorized or overstrength positions. (See Inclosure 4 for AMPS discussion and rationale). FORSCOM and CONUSA will be provided additional mobilization planning assets. FORSCOM will receive three spaces and each CONUSA will receive two. Each AC corps and division will receive two additional spaces to assist in managing the roundout/affiliation program.

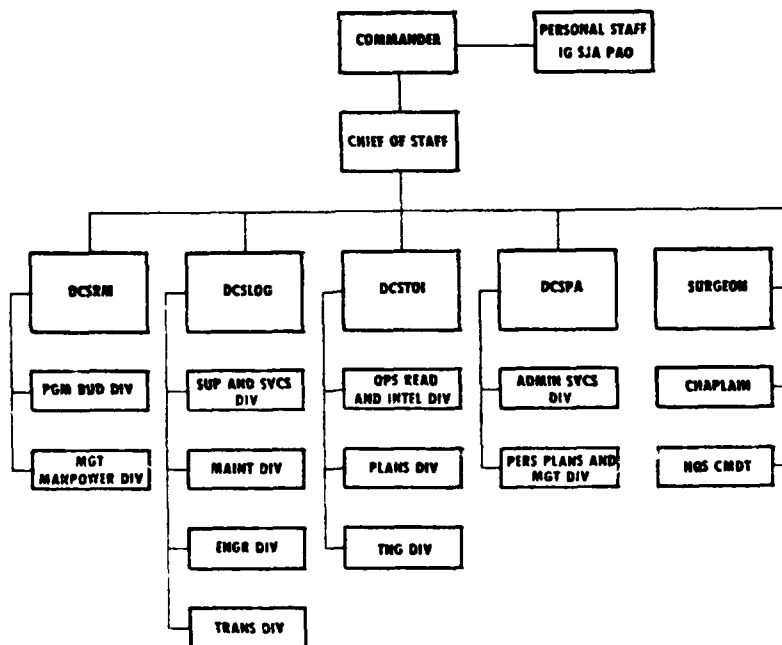
(2) The REDMOB will have integrated AC/RC staffing. This is appropriate for two reasons: first, the REDMOB will be performing the functions of a former AC headquarters and a former USAR headquarters; second and more important, the REDMOB will be the transition headquarters which will be subordinate to an AC headquarters but will command USAR units. AC and RC perspectives and experience are needed for the headquarters in this position.

An AC O-8 is the REDMOB commander. The large, full-time staff, the REDMOB missions and large number of units dictate a full-time commander. The REDMOB responsibilities toward the ARNG dictate that the

commander be AC. Two deputy commanders are provided. One is a USAR O-8 who is not full-time; an O-8 is needed to provide the experience and authority of a senior USAR officer to assist the commander with USAR units, some of which are commanded by O-8s. The other deputy commander is an ARNG O-7 (part-time) whose primary tasks are to assist the commander with his responsibilities toward ARNG units, to assure that the ARNG personnel assigned to the REDMOB staff are capable and qualified, and to assist in coordination of ARNG and STARC mobilization plans. A USAR O-7 (part-time) is the REDMOB Chief of Staff; an AC O-6, Assistant Chief of Staff. REDMOB staff has both AC and RC personnel. RC portion of the staff is primarily USAR; ARNG personnel are assigned to assist the commander in executing his mission as it pertains to the ARNG. Most of the RC personnel are in a paid drill status but some are full-time. AC and RC personnel are found in every staff section; there is no separation into AC and RC elements.

The REDMOB headquarters is organized with a directorate-type staff that is similar to ARCOM and to garrisons. The staff includes a DCSRM, DCSLOG, DCSTOI, DCSPA, a surgeon and a chaplain. The REDMOB commander's personal staff includes IG, SJA and PAO.

Figure 4-3
Headquarters, Readiness and Mobilization Command



REDMOB staffing is based on assigned functions, the number and strength of RC units in the area of responsibility, and the staffing guide that was developed. (Staffing guide is Inclosure 5). Rationale for the staffing guide includes:

(a) REDMOB staffing guide relies heavily on DA Pam 570-554, Staffing Guide for US Army Readiness Regions, and on the ARCOM Organization and Staffing Model developed by HQ FORSCOM. These are used because the REDMOB is essentially a merger of ARR and ARCOM.

(b) The REDMOB staffing will be integrated AC/RC in all respects, with no division of the staff into AC and RC elements. This will provide AC and RC expertise to all staff sections, involve AC personnel in all daily activities, reduce or eliminate the necessity for RC staff to play "catch-up" during drills, and improve the effectiveness and efficiency at this level of command.

(c) Where no other guidelines were available, full-time spaces are computed at approximately 30% of the total requirement for the mid-sized REDMOB.

(d) The ARCOM Organization and Staffing Model yardsticks have been upgraded by a factor of 2.57 which is from the ratio of theoretical man-years available with full-time personnel to man-years available with only drill spaces as follows:

$$X = \text{paid drill spaces (PDS)} \quad (\text{one PDS} = \frac{38}{240} = 0.16 \text{ man-year})$$

Y_1 = man-years without full-time personnel.

Y_2 = man-years with full-time personnel.

$$Y_2 = \frac{(X - 0.3X)(0.16)}{0.16X} + \frac{0.3X}{0.16X} - \frac{0.412}{0.16} = 2.57$$

(e) The upgraded yardsticks and the 30% guideline were used as starting criteria to develop the initial REDMOB staffing guide. Staffing has been increased based on further subjective evaluation.

(f) Within the DCSTOI, the training division is based on the training assistance division of the ARR (DA Pam 570-554, Tables

014-001-50-104. The staffing for the plans division is based on maximum of 13 full-time spaces for the largest REDMOB. PDS for the training and plans divisions are assigned on the basis of two PDS per full-time space due to high full-time density. The operation/intelligence division staffing is derived from the ARCOM model for a DCSTOI (less plans and training functions) with the upgraded guidelines and 30% factor applied. Two full-time readiness staff officers are added to do the ARR's readiness evaluation functions. ARNG and USAR troop strength are used to determine staffing for the Training Division. A summary of total REDMOB staffing and a sample breakout of staffing for REDMOB I are in Inclosure 6. Manpower summary for the REDMOB headquarters is shown in Table 4-3.

Table 4-3
REDMOB Manpower Summary.

	FULL TIME (AC and RC)				RC				CIV	
	OFF	WO	ENL	TOT	OFF	WO	ENL	TOT	DAC	ART
<u>REDMOB</u>										
I	48	1	27	76	67	5	88	160	13	43
II	42	1	24	67	60	4	78	142	12	38
III	37	1	21	59	52	4	68	124	10	32
IV	44	1	27	72	61	4	80	145	12	40
V	48	1	27	76	67	5	88	160	13	43
VI	43	1	24	68	60	4	78	142	12	39
VII	37	1	21	59	52	4	68	124	10	32
VIII	34	1	20	55	51	4	67	122	9	30
IX	30	1	18	49	48	3	62	113	9	28
X	34	1	19	54	51	4	67	122	10	31
XI	<u>30</u>	<u>1</u>	<u>17</u>	<u>48</u>	<u>48</u>	<u>3</u>	<u>62</u>	<u>113</u>	<u>9</u>	<u>28</u>
TOTAL	427	11	245	683	617	44	806	1467	119	384

* Following summary of general officers is included in total figures: AC 0-8, 11; USAR 0-8, 11; ARNG 0-7, 11; USAR 0-7, 11.

** NOTE: The ratio of Full-Time spaces to Total TDA requirements in actual TDAs is in excess of the 30% guideline because of the high density of full-time personnel in the DCSTOI.

(3) Installations will lose some DRC spaces but gain some spaces for dedicated, mobilization planners. The REDMOB, with its added responsibilities of coordinating installation support to the RC and its close relationship with installations in its assigned area, will be able to perform many of the functions currently done by the installation DRC. Installation DRC were authorized when there was no AC headquarters in the RC command structure below the CONUSA; there was then a need for a small group at each installation to assist RC units. DRC spaces are listed in Inclosure 8. However, the REDMOB lessens the need for DRC; and DRC spaces can be used to establish dedicated, mobilization planning elements at each MS. The number of planners will be a function of the installation size and mission as well as its planned mobilization load. In general, there are no dedicated mobilization planners at installations. As a minimum, there should be at least one dedicated mobilization planner for each of the MS whose peak projected mobilization population less training load exceeds 3000. For those 22 active MS whose peak projected mobilization population, less training load, exceeds 20,000, one additional planner is authorized. Thus, a total of 64 spaces from DRC will be used to create dedicated mobilization planners at MS as shown in Inclosure 7. The assets designated for state-operated installations will be assigned to a nearby active MS as shown in Table 4.4. These assets are in addition to those personnel designated in current TDA and functions manuals. The total number of additional, dedicated assets at each installation should be placed under the installation DPT.

Table 4-4
Responsibility for Dedicated
Mobilization Planners

<u>State-Operated MS</u>	<u>Active MS</u>
Camp Atterbury	Ft B. Harrison
Camp Grayling	Ft Sheridan
Camp Ripley	Ft Sheridan
Camp Roberts	Ft Ord
Camp Shelby	Ft Polk
Ft Irwin	Ft Ord
Gowen Field	Ft Lewis

e. Stationing.

(1) There is no change of station for any headquarters down to and including CONUSA and corps. ARCOM will be inactivated but there are no planned moves of other MUSARC or GOCOM.

(2) Eleven REDMOB will be activated at eleven installations that were selected based on several considerations.

(a) The selection of installations was based on the number of REDMOB to be organized and the area of responsibility to be assigned to the REDMOB. An installation within each REDMOB area was selected.

(b) It is desirable to station REDMOB at FORSCOM installations. Installations provide support to USAR units and to REDMOB. These support requirements and the role of the REDMOB favor putting REDMOB at a FORSCOM installation so that FORSCOM can manage that support; the role of the REDMOB will make greater demands on the installation than do the current ARR and ARCOM. The REDMOB will require additional MIS and ADPE to support its peacetime and mobilization requirements. FORSCOM can better develop requirements for, and manage the implementation of, the MIS and ADPE requirements for REDMOB. Locating the REDMOB at FORSCOM installations would also increase the potential for integrating the RC systems into AC systems using installation ADPE. The REDMOB's post-mobilization mission of installation command includes FORSCOM installations only. Most TRADOC installations have reasonably stable installation commands during mobilization. In addition, a FORSCOM headquarters is not a

logical choice to command a TRADOC installation which will have continuing TRADOC missions.

(c) The REDMOB's post-mobilization mission of installation command favors stationing the REDMOB at the installation which is to be commanded upon mobilization. The deployment of corps and division from nine FORSCOM installations (Bragg, Stewart, Campbell, Polk, Hood, Riley, Ord, Carson and Lewis) creates a void in the installation command and management structure which will be difficult to fill by expansion of the installations garrisons. Five of these installations (Bragg, Polk, Ord, Hood, Lewis) are scheduled to receive USAR training divisions upon mobilization. Under current plans, these training division commanders would become the installation commanders. Of these five installations, only Ft Ord will be a single-purpose installation (training center) and will, therefore, be suitable for command by a training division. The other four will have broader missions than just training. This broader mission will detract the commander and staff from their primary training mission. Currently, post-mobilization command of Ft Stewart, Ft Campbell, Ft Riley, and Ft Carson falls to the senior, non-deploying officer. The REDMOB is better suited to command these corps/division installations but the training division at Ft Ord could likely command the installation without detracting seriously from the training mission. The mobilization loads at four other FORSCOM installations (Ft Devens, Ft Drum, Ft McCoy and Ft Indiantown Gap) justify the use of the REDMOB commander and staff for installation command. If the REDMOB is to command an installation on mobilization, then the REDMOB should be located at that installation in peacetime. The REDMOB will need extensive commo and ADPE support for its peacetime and wartime mission. It is not economical to build up that capability at a REDMOB peacetime site, then duplicate it at its mobilization location, or worse, provide none at all.

(d) REDMOB should be located on an installation which is currently a CI IAW Map 2, AR 5-9. This would provide the potential to ease the transfer of the CI functions to the REDMOB and to provide funds accounting support to the REDMOB.

(e) REDMOB's command, coordination and mobilization responsibilities favor stationing at an installation with WWMCCS entry system (WES). Current WES capability and planned WES expansion during FY 80-81 were considered.

(f) If none of the REDMOB were stationed at the current ARK sites, then costs for new facilities would be lessened.

(g) If the REDMOB were stationed at or near a current ARCOM location, then the loss of USAR and ART personnel would be lessened. However, only seven ARCOM are at or near an installation. The other ARCOM sites are not suitable for the REDMOB due to the lack of installation support needed for the REDMOB mission. Table 4-5 summarizes the factors and installations that were considered in selecting REDMOB sites. Those installations that are underlined were selected for REDMOB locations. Key considerations were the REDMOB mobilization mission, selection of FORSCOM installations, and WES availability. Ft Devens was selected instead of Ft Drum because of Ft Drum's remote location. Ft Indiantown Gap was selected, but, if current proposals to close it are implemented, then Ft Dix is a logical alternate site. If at Ft Dix, the REDMOB would not have a mobilization mission of installation command unless the training center were closed and Ft Dix became a FORSCOM installation with major mobilization missions. Ft Hood was selected over Ft Polk because of Hood's size. PSF was selected over Ft Ord because Ft Ord will be a single-mission (training) installation after mobilization and the training division commander should be the installation commander. The REDMOB will not have an installation command mission at PSF but will continue to perform its area-oriented command functions.

Table 4-5
REDMOB Location Selection

INSTALLATION	FORSCOM	ARR1 LOCATION	CORPS/DIV LOCATION	REDMOB CMD2 ON MOB	WES3	CI4	ARCOM5 LOCATION
Bragg	x		x	x	x	x	
Campbell	x		x	x	x	x	
Carson	x		x	x	x		
Devens	x	x		x	x	x	x
Dix		x			x	x	x
Drum	x			x	x	x	
Fitz AMC		x					
Gillem	x	x					x
Hood	x		x	x	x	x	
I-Gap	x			x	x	x	
Knox		x			x	x	
Lewis	x		x	x	x	x	x
McCoy	x			x	x	x	
Meade	x	x			x	x	x
Ord	x		x	x	x	x	
Polk	x		x	x	x	x	
PSF	x	x			x	x	
Riley	x		x	x	x	x	

INSTALLATION	FORSCOM	REDMOB				CI4	ARCOM5 LOCATION
		ARR1 LOCATION	CORPS/DIV LOCATION	CMD2 ON MOB	WES3		
S. Houston	x	x			x	x	x
Sheridan	x	x				x	x
Stewart	x		x	x	x	x	

Notes:

- 1 Represents REDMOB location for minimum dislocation costs.
- 2 Installations whose mobilization mission/load and disruption of installation command justify using REDMOB for installation command.
- 3 WWMCCS entry system currently available or scheduled FY 80-81.
- 4 Map 2, AR 5-9
- 5 Within 60 miles of ARCOM location.

f. Effects on Management Systems.

(1) There are no changes to the current personnel, logistics and finance systems. REDMOB are in these systems performing those functions previously performed by MUSARC and ARR. ADP support effect and cost were assessed for: administrative management and reporting; and command and control (WWMCCS). For administrative management and reporting, FORSCOM is currently developing a proposal for a CONUS Army MIS (CAMIS) which would provide ADP support to the CONUSA, ARR, RG, and MUSARC and RC units. CAMIS is assumed to represent the ADP support requirement for RC management under FORSCOM. CAMIS will provide modern mini-computers and terminal systems at the CONUSA, ARR, and MUSARC and will place terminals in the RG and units.

Establishment of the REDMOB and disestablishment of the ARR and ARCOM will not affect prototype and extension costs of CAMIS or the overall

annual cost of supplies and communications (circuits to terminals). Under this alternative the REDMOB will require a mini-computer system similar to the CONUSA system. Table 4-6 shows the computers and monthly cost at headquarters affected by this alternative and the net monthly change in the cost of ADPE (lease and maintenance). Other costs associated with CAMIS will not change as a result of this alternative and total ADP support provided by the BASOPS DPI will not change. Therefore, the increase in ADP support cost for RC management under this alternative is about \$360,000 per year over the base case.

Table 4-6
Headquarters Computers and Monthly Costs

<u>LEVEL</u>	<u>TYPE</u> <u>ADPE</u>	<u>MONTHLY</u> <u>COST(\$)</u>	<u>CURRENT</u> <u>NR. PLAN-</u> <u>NED</u>	<u>ALT 3</u> <u>REQ</u>	<u>MONTHLY</u> <u>NET</u> <u>CHANGE</u>
CONUSA/ REDMOB	128KCPO 200MB STOR	5.8K	3	14	+63.8K
ARR	64K CPU 20MB STOR	1.2K	9	0	-10.8K
ARCOM	64K CPU	1.2K	19	0	-22.8
NET MONTHLY CHANGE					+30.2K
NET ANNUAL CHANGE					+362.4K

(2) For command and control (WWMCCS), the REDMOB will be a primary headquarters in both planning and execution for mobilization. It, therefore, requires access to WWMCCS through the WES. Each REDMOB will require a mini-computer similar to the current CONUSA terminals for planning and an additional KSR terminal for execution. Where the REDMOB is collocated with a CONUSA (Sixth Army), it can share the CONUSA mini-computer if it is provided an additional (smart) workstation along with a KSR terminal. For REDMOB located at non-divisional posts which already have a KSR terminal, it can share that terminal and needs only a mini-computer terminal.

At division posts the REDMOB must have its own dedicated mini-computer, but it can share a KSR terminal, since all division installations are programmed to get a KSR and a CRT terminal.

Estimated ADPE costs are shown in Table 4-7. Secure site prepaid installation cost for WES terminals is estimated at \$5K per site. At installations which already have WES terminals, it is assumed one site will be shared and a second site will be required. At installations without a WES terminal, the REDMOB will require two separate sites (one in plans, one in OPS/AOC). These costs are also shown in Table 4-7. Each additional ADPE device shown in Table 4-7 will require a communications circuit except for workstations. WES circuit costs are estimated at \$10K per year per circuit. Each circuit must also be secured at a one-time purchase cost of \$13K per terminal. These costs are also shown in Table 4-7.

Table 4-7
ADPE Costs

REDMOB	POST	ADPE	COST/ MO(\$)	SITE PREP	CIRCUIT \$1xR	CRYPTO
I	Devens	64K MINI	550	5K	10K	13K
II	IGAP	64K MINI	550	5K	10K	13K
III	Bragg	64K MINI	550	5K	10K	13K
IV	Stewart	64K MINI	550	5K	10K	13K
V	McCoy	64K MINI	550	5K	10K	13K
VI	Campbell	64K MINI	550	5K	10K	13K
VII	Hood	64K MINI	550	5K	10K	13K
VIII	Riley	64K MINI	550	5K	10K	13K
IX	Carson	64K MINI	550	5K	10K	13K
X	Presidio	Work STA	150	5K	10K	13K
		RSR	100			
XI	Lewis	64K MINI	550	5K	10K	13K
	TOTAL		5750	55K	110K	143K
ANNUAL COST			69K		110K	
ONE TIME				55K		143K

The WWMCCS/WES terminal support for this alternative will be approximately \$200K per year for ADPE and circuits and approximately \$260K in investment (one-time) costs for secure sites and crypto equipment.

This alternative has several significant ADP related advantages which result from the concentration of RC management and command and control functions at active Army installations.

(a) In the future the access to Project VIABLE ADP (BASOPS) support will encourage the development of Army Standard Application Systems for RC functions and will facilitate RC use of AC standard systems.

(b) The CAMIS processing node at the REDMOB can ultimately be transferred to the installation computer (VIABLE) if that is more cost-effective. Should a full mobilization then take place, the excess CAMIS processing capacity available as RC units convert to AC systems, becomes directly usable for BASOPS mobilization workload.

(c) Training of WES terminal operators and maintenance of WES expertise will be enhanced by cooperation with other WES users at the same installations. The higher density of terminals at installations enhances COOP capabilities for WES.

(d) The REDMOB will be able to control and re-employ WES terminals uncovered by deploying corps and divisions in its area.

(e) The REDMOB could be provided future access to selected ARNG systems (at the USPFO) through the VIABLE/BASOPS computer since the ARNG and VIABLE computers are required to have a compatible communication interface capability.

g. Resource Summary.

(1) Manpower.

Actions:	AC				FULL TIME OFF*	RC				DIV	
	OFF*	WO	EN	TOT		OFF*	WO	EN	TOT	DAC	ART
<u>Decreases</u>											
Inactivate ARR	-212	-14	-113	-339	-15					-97	
Inactivate ARCOM	-151		-64	-215		-1314	-95	-1720	-3129	-22	-384
DRC Reduction**	-11		-25	-36						-36	
PIRC Reductions	-10		-2	-12							
Elim Bn Advisors	-81		-80	-161							
Instal BASOPS											
Sub-total	-465	-14	-284	-763	-15	-1314	-95	-1720	-3129	-170	-384
<u>Increases</u>											
Organize REDMOB	+372	+11	+245	+628	+55	+617	+44	+806	+1467	+119	+384
FORSOM Mob Plan	+3			+3							
CONUSA Mob Plan	+6			+6							
Corps R/O-Affil	+4			+4							
Div R/O Affil	+20			+20							
Instal Mob Plan	+28			+28						+36	
Sub-total	+433	+11	+245	+689	+55	+617	+44	+806	+1467	+55	+384
Net	-32	-3	-39	-74	-40	-697	-51	-914	-1662	-15	-0-

* Includes the following General Officer changes:

Action	AC	USAR		ARNG	
		FT	PDS	FT	PDS
Inactivate ARCOM			-38		
Inactivate ARR	-9				
Organize REDMOB	+11		+22	-16	+11
Net Impact	+2		-16		+11

** DRCs collocated with REDMOBs reduced to minimum levels; others reduced to no more than 9. See Inclosure 8 for reduction summary and rationale.

(2) Costs.

(a) Estimated Annual Operating Costs

	<u>MIL PERS COST</u>	<u>CIV PERS COST</u>	<u>OTHER O&M</u>	<u>TOTAL COST</u>
Current Annual Cost	94501.3	32490.2	19837.2	146828.7
Inactivate ARR HQS	-9491.5	-1649.6	-1209.8	-12350.9
Inactivate ARCOMS	-13886.0	-6769.3	-1174.0	-21829.9
(Augmentees/ Advisors)	(-5275.5)	(-366.8)	(-617.6)	(-6259.9)
DRC Reduction	-693.2	-600.2	-187.6	-1481.0
PIRC Reduction	-307.9		- 31.3	-339.2
Eliminate BN Level Advisors	-3675.5		-409.8	-4085.3
Decrease BASOPS	-250.1	-200.0	-450.1	
Subtotal	-28054.1	-9269.2	-3212.5	-40535.8
Activate REDMOBS	+20332.2	+8219.3	+3668.9	+32220.4
FORSCOM Mob Plan- ners	+81.3		+9.0	+90.3
CONUSA Mob Planners	+162.6		+18.0	+180.6
Corps R/O-Affilia- tion	+89.2		+10.4	+99.6
Div R/O-Affiliation	+446.0		+52.1	+498.2
Installation MOB Planners	+624.5	+828.0	+192.0	+1644.5
Subtotal	+21735.9	+9047.3	+3950.4	+34733.6
Net Change	-6318.2	-221.9	+737.9	-5802.2
Alt Annual Cost	88183.1	32268.3	20575.1	141026.5

(b) One-time Costs.	<u>\$000</u>
1. Military Personnel Movement	\$1891.7
2. Civilian Personnel Movement	961.4
3. Civilian Personnel Separation	678.5
4. Investment and Operations	
5. ADP	458.0
Total	3989.6

h. Comparison with the Base Case.

(1) Advantages.

(a) Eliminates unnecessary layering by inactivating the ARR. Provides valid, well-defined, post-mobilization mission to all HQS. ARR and ARCOM lack valid, post-mobilization missions; but their replacement, the REDMOB, has a post-mobilization area command mission and an installation command mission.

(b) Some USAR resource savings will be available for application against other USAR requirements. Inactivation of the 19 ARCOM will yield 3129 spaces while organizing 11 REDMOB will require 66 full-time and 1483 paid drill spaces. The remaining spaces can then be applied to other USAR requirements. For example:

1 COMPO 4 Units. There are many units which are needed but currently are unmanned. A tabulation of nine units identified by DA-ODCSOPS as possible candidates for activation in the USAR structure shows that all the ARCOM spaces could be used.

Table 4-8
COMPO 4 Units

<u>Unit</u>	<u>Number</u>	<u>Strength/Unit</u>	<u>Total Regmt</u>
Med Collecting Co.	3 ea.	190	570
Field Hosp.	2 ea.	273	546
Lt Equip. Maint. Co	1 ea.	214	214
Hv Equip. Maint. Co	2 ea.	225	450
Rear Maint. Co	<u>1 ea.</u>	<u>273</u>	<u>273</u>
Total			2053

2 USAR Garrisons. Under current mobilization plans, there are five installations which do not have USAR garrisons scheduled upon mobilization. The nine garrisons in the structure are assigned to mobilize at five of the six semi-active installations and at four of the eight state-operated installations being used as MS. The lack of a USAR garrison at Ft McCoy (semi-active installations) is offset by the REDMOB. The four state-operated installations with no assigned USAR garrisons have ARNG TDA detachments, but there is no written plan or agreement to use those personnel as the nucleus for mobilization expansion. Additional USAR garrisons would fill this void as well as provide meaningful mobilization missions for ARCOM personnel not used in REDMOB. Four additional USAR garrisons would require all the ARCOM spaces not used in REDMOB.

3 Garrison augmentation. Some of the spaces could be used to form garrison augmentation organizations which would be used to quickly expand the installation garrisons at some of the major installations instead of relying on local civilian hire and assignment of individual military personnel. This would enhance the potential of the installation to meet the surge upon mobilization.

4 Overseas Replacement Centers (ORC). MOBEX 76 and MOBEX 78 reaffirmed the absence of a workable wartime personnel replacement system. Part of the problem is that there are no units in the force structure to accomplish the mission of replacement operations. Initial plans identify the need for at least two ORC on the East Coast. USAR units, of the type needed to man the ORC, could be organized for early mobilization.

5 Medical Training Brigades. Since MOBEX 78, the

Army has developed several planning and programming options to improve the training base upon mobilization. One of these options includes a requirement for organizing seven additional medical training brigades for medical corpsman training.

(c) There is no requirement for additional full-time manpower spaces since the ARR and ARCOM ART spaces are used to offset REDMOB full-time spaces.

(d) AC/RC integration is improved since the REDMOB, with its AC/RC staffing, replaces separate USAR and AC headquarters.

(e) The duplication of functions between the ARR and the CONUSA, between the ARR and the RG, and between the ARR and ARCOM are eliminated.

(f) The CONUSA span of control in peacetime and wartime is reduced. CONUSA currently command 44 MUSARC and nine ARR in peacetime; upon mobilization, 51 STARC are added. In this alternative, each CONUSA commands either three or four REDMOB.

(g) The area command and control structure in CONUS is improved by the addition of the REDMOB. The CONUSA, REDMOB and STARC (upon mobilization) provide the FORSCOM commander the means to plan and execute his geographic missions. This structure will be a stable, experienced structure for the execution of mobilization, domestic contingency and MSCD plans.

(h) The added REDMOB, with their OPCON over MS for mobilization planning and coordination of execution, enhance the potential for improving mobilization and deployment planning. The REDMOB will know what is needed to support the mobilization of RC units and the readiness of the RC units. As the focal point for mobilization planning and coordination of execution, the REDMOB will be better able to assure the various plans are in consonance with each other, that MS are aware of the support that is needed, and that RC units are prepared to go through the mobilization and deployment procedures.

(i) The dedicated AC command and control structure for the USAR is increased by organizing the REDMOBS with an AC O-8 commander and about 40% full time staffing.

(j) Total mobilization capability is enhanced because the area command and control structure will be a stable, experienced structure to manage the expansion to meet the needs of total mobilization.

(k) The procedures for RC units to obtain installation support IAW AR 5-9 are simplified. Instead of trying to deal with a CI responsible for coordinating a type of support, USAR units will have this coordination done by a HQS in its chain of command; the ARNG by the REDMOB in whose area the state is located.

(2) Disadvantages.

(a) The inactivation of ARCOM and their replacement by REDMOB will likely be interpreted as an AC takeover of the USAR. The reorganization in 1968 which eliminated the 14 corps and created ARCOM was a step toward letting the USAR command itself up to the two-star level. Therefore, the USAR might view this alternative as a condemnation that the USAR failed.

(b) Turbulence is created in the structure during reorganization. The REDMOB are activated at eleven locations, only two of which are at current ARR locations. The 19 ARCOM are inactivated and nothing is activated at or near most ARCOM locations.

(c) There could be a possible degradation of AC GO attention to ARNG. The ARR commander has responsibilities for both the USAR and ARNG but is outside their chains of command. The REDMOB is in the USAR chain of command but has the same relationship with the ARNG that the ARR has. Being in the USAR chain of command could dominate the REDMOB commanders' time.

(d) The REDMOB will have a broad span of control. Eleven REDMOB will command all the units currently under the 19 ARCOMs as well as the 25 MUSARC which are under the CONUSA. The number of units, total strength and the number of units which directly report to the REDMOB are shown in Table 4-9.

Table 4-9
REDMOB Units

<u>REDMOB</u>	<u>TOTAL</u> <u>Units</u>	<u>ARNG</u> <u>Strength</u>	<u>TOTAL</u> <u>Units</u>	<u>USAR</u> <u>Strength</u>	<u>TOTAL RC</u> <u>Units</u>	<u>Strength</u>	<u>Number of</u> <u>Units/Hqs/</u> <u>Det Under</u> <u>REDMOB</u>
I	221	53079	225	36254	446	89333	34
II	132	38926	189	28919	321	67845	53
III	192	38738	166	21350	358	60088	65
IV	333	69154	266	30836	599	99990	67
V	212	46014	249	37774	461	83788	82
VI	188	43587	204	29264	392	72851	81
VII	169	45370	195	23082	364	68452	64
VIII	93	18316	73	6690	166	25006	25
IX	130	17265	71	8134	201	25399	26
X	100	22628	190	16657	374	39285	53
XI	84	17997	125	9345	209	27342	27

(e) Reduces the number of USAR command positions. The 19 ARCOM are not replaced by 19 other USAR commands. This greatly reduces the total number of senior, USAR command positions.

(f) Inactivation of the ARCOM reduces the number of senior USAR officer positions. Current ARCOM authorized grade structure is:

<u>0-8</u>	<u>0-7</u>	<u>0-6</u>	<u>0-5</u>	<u>0-4</u>	<u>0-3</u>	<u>Total Off</u>	<u>WO</u>	<u>ENL</u>	<u>AUTH</u>	<u>AGG</u>
19	19	103	332	475	336	1034	97	1/20	3131	

Forty-four percent of the authorized ARCOM USAR officer strength is 0-5 or above. Eleven REDMOB will not use all of these senior officer spaces. For USAR general officer positions, the REDMOB will require eleven 0-8 and eleven 0-7, leaving a shortfall of eight in each grade. There are, however, other possible uses for these general officer spaces. One USAR 0-8 could be assigned to each CONUSA headquarters as a deputy to the CONUSA commander for USAR affairs. Currently, the USAR has general officer positions which are not filled because of limitations on general officer strength. For example, the training divisions, 310th TAACOM, 3d TC Bde, and the 103d COSCOM each have 0-6 positions which are authorized to become 0-7 positions upon mobilization. The mobilization loads and missions of Ft Drum, Ft Indiantown Gap and Ft Chaffee justify MG or BG installation commanders. For these installations, a USAR general officer could become a MOBDES installation commander.

The four Civil Affairs Commands are organized with commanders and deputy commanders that may be 0-8 and 0-7 positions respectively when specifically directed/authorized by DA. As shown in Table 4-10, consideration of these possible general office changes, the ARCOM spaces not needed by REDMOB can be used elsewhere in the USAR structure. Specific use should be determined by HQDA in conjunction with OCAR and HQ FORSCOM.

Table 4-10
Possible USAR GO Backfill

<u>Action</u>	<u>0-8</u>	<u>0-7</u>	<u>Total</u>
Inactive ARCOM	-19	-19	-38
Activate REDMOB	+11	+11	+22
Upgrade Tng Div dep cdr		+12	+12
Upgrade TAACOM, TC Bde and COSCOM positions		+ 3	+ 3
Upgrade Civil Affairs Cmde cdr and dep cdr	+ 4		+ 4
CONUSA deputy for USAR affairs	+ 3		+ 3
MOBDES installation cdr	+ 2	+ 1	+ 3
Net	+ 1	+ 8	+ 9

About 35 0-6 and 100 0-5 ARCOM spaces would not be used in the REDMOB. These losses could be partially offset by the USAR unit activation which are selected to use the USAR spaces not needed by the REDMOB.

(g) There will likely be a loss of USAR personnel. Not all of the ARCOM assets are needed to offset REDMOB space requirements. The REDMOB locations are too far (over 50 miles) from current ARCOM sites for USAR personnel to be expected to join the REDMOB. (See Inclosure 9 for a comparison of ARCOM and REDMOB location.)

(h) There will likely be a loss of DAC and ART since many will not be willing to move to the REDMOB sites.

(i) Development and Testing.

A detailed implementation plan has not been developed for this alternative. Full implementation should follow initial development and testing of the REDMOB concept. Results then can be used to modify the concept as necessary.

For testing or initial development, one or two REDMOB areas should be selected. The REDMOB concept, headquarters organization and staffing, effectiveness of command, impact on USAR and DAC/ART personnel, location of REDMOB HQS and the command structure below the REDMOB should be validated and/or modified. The development and

implementation should be conducted over a 2-3 year period. The initial development will require 1 1/2-2 years, and implementation in the remaining REDMOB areas will require about one year. ARR selection for initial conversion and testing should consider the following:

(1) The REDMOB should be close to an ARCOM so that ARCOM personnel can be used to fill most of the REDMOB USAR positions.

(2) Resulting REDMOB area should not change the boundaries of an ARCOM that is not involved in the test/initial development.

(3) REDMOB selected should not be the largest or the smallest in RC unit strength.

(4) ARR should be close to the planned REDMOB location, but this is not essential.

(5) The REDMOB should be reasonably close or easily accessible to the CONUSA during the test since the CONUSA will be the primary headquarters conducting the test.

(6) The REDMOB should not have one of the larger areas of responsibility.

Based on these criteria, ARR I, ARR II and ARR VII are candidates for initial conversion to REDMOB. ARR I and ARR VII are the prime candidates for testing and initial development. If ARR II is selected, it should be converted to REDMOB II at Ft Dix instead of Ft Indiantown Gap because of the current considerations being made to close Ft Indiantown Gap.

(j) Lessening the Impact of Turbulence.

The development and implementation of the REDMOB concept will result in 28 inactivations and 11 activations with resulting turbulence in the AC and USAR structures and for the AC and RC personnel. There are several possible ways to ease the impacts caused by the turbulence, however. The turbulence in the force structure, caused by the headquarters activations and inactivations, cannot be avoided; the changes must occur. Implementing the changes over a period of time will ease the transitions within the force structure. The more serious turbulence will involve personnel and USAR manpower spaces.

The impact on the AC personnel involved will be minimal since those involved are accustomed to periodic moves, and management actions can be taken to assure undue hardships do not occur. The AC accommodates unit activation/inactivations and personnel relocations routinely. Less than 500 civilian employees will be affected also, but the civilian personnel system can accommodate these changes and provide benefits/assistance/ compensation to affected employees. Nearly 215 civilians are expected to be placed in other federal jobs or will move to the new REDMOB location (see Fig 5-45, Vol I). There may be a period of time before some REDMOB will have the level of experience needed in its civilian positions. This can be overcome by temporarily providing additional AC military until qualified civilians can be relocated from former ARCOM or new employees can be hired and trained to fill REDMOB positions. The most serious turbulence will involve the USAR personnel and spaces.

(1) USAR spaces. This alternative saves over 1600 USAR spaces. However, there are valid requirements against which these spaces can be applied (see previous paragraph 2h). (HQDA (DAMO) should develop a unit backfill plan for these spaces).

(2) USAR command positions. Eliminating the ARCOM means the loss of 19 USAR general officer command positions. This loss is only partly offset by the addition of a deputy REDMOB commander who is a USAR MG. This loss of command positions could be further offset by designating USAR MG's to command some or all of the REDMOB with AC MG's as deputies. (ARNG MG's were not considered for command of REDMOB because of the REDMOB's USAR command mission and high percentage (55%) of USAR staffing in the headquarters.) Command of the REDMOB could alternate between the AC and the USAR on a periodic basis or could remain USAR for some REDMOB. The only advantage to assigning a USAR MG as the REDMOB commander is the retention of some command positions for the USAR. The disadvantages include the USAR MG's lack of Total Army experience and his part-time nature of participation.

More significantly, though, the REDMOB commander should be an AC MG because: the commander will be involved in the full range of CONUSA functions; the REDMOB's mobilization role is greater than that of the ARCOM and ARR it replaces; and there is the potential for conflict with the ARNG if the USAR MG commands. This conflict results from the following: the REDMOB will be responsible for ARNG training supervision and inspection; the RG, which provide support to USAR and

ARNG, and the advisors to ARNG and USAR units are commanded by the REDMOB; and the REDMOB staff includes ARNG personnel.

(3) USAR general officer spaces. The excess general officer spaces can be applied against other USAR requirements (see previous paragraph 2h).

(4) USAR personnel. Many of the proposed REDMOB locations are not located close to a current ARCOM location. Therefore, it is possible that some of the USAR personnel will not be willing to travel to the new locations to perform their IDT. The following seven ARCOM are beyond reasonable travel time (less than three hours considering distance and weather) to a proposed REDMOB location.

<u>ARCOM</u>	<u>LOCATION</u>
63d	Los Angeles, CA
83d	Columbus, OH
88th	Ft Snelling, MN
96th	Ft Douglas, UT
121st	Birmingham, AL
122nd	Little Rock, AR
123d	Indianapolis, IN

Total strength of these headquarters is about 1100 military and 150 civilian. For these ARCOM, it is possible to gradually reduce their command of units and their functions performed and to phase out the ARCOM over a period of time (up to 5 years).

Personnel in the following ARCOM will most likely be willing to join REDMOB with locations as shown:

<u>ARCOM</u>	<u>ARCOM LOCATION</u>	<u>REDMOB LOCATION</u>
94th	Boston, MA	Ft Devens
77th	New York City	Ft Dix (vice FIG)
79th	Willow Grove, PA	Ft Dix (vice FIG)
86th	Chicago, IL	Ft Sheridan (vice Ft McCoy)
90th	San Antonio, TX	Ft Hood
89th	Wichita, KS	Ft Riley
124th	Ft Lawton, WA	Ft Lewis

Total strength involved is about 1350 military and 180 civilians.

The following shows ARCOM which might support REDMOB at locations as shown (travel requirement for some personnel may be excessive):

<u>ARCOM</u>	<u>ARCOM LOCATION</u>	<u>REDMOB LOCATION</u>
120th	Ft Jackson	Ft Bragg
87th	Ft Gillem	Ft Stewart
102nd	St Louis	Ft Camapbell
97th	Ft Meade	Ft Dix (vice FIG)

Total strength involved is about 660 military and 80 civilians. Therefore, many ARCOM personnel will likely not be lost; but this is based on some modification of planned REDMOB locations. Other changes to REDMOB locations (Ft Gillem vice Ft Stewart, Ft MacArthur vice PSF, Ft Douglas vice Ft Carson) could further ease the impact on ARCOM personnel. The tradeoff in REDMOB stationing for mobilization execution versus impact on ARCOM personnel must be considered on a case-by-case basis. Additionally, it may be possible to form the REDMOB in the same location as an existing ARR (for example, Ft Gillem) initially and move it at a later time to its intended location. The move would be a function of availability of facilities in the new location, loss of ARCOM personnel through attrition and recruiting of USAR personnel in the new area. The REDMOB headquarters could be phased down in its old area as it builds in the new area; for a time, it would be split between the old and new locations.

In some cases, the AC position of the REDMOB could be activated at its intended location but the USAR staff members continue to work in the ARCOM facilities at least initially. This would require some AC staff personnel to travel to the ARCOM to work with or supervise the USAR staff members during their IDT. Over a period of perhaps 2 years, the residual ARCOM assets would be phased out as USAR personnel are added to the REDMOB staff at its location.

These are examples of ways to lessen the impact of the reorganizational turbulence associated with the REDMOB concept. The initial testing and development of the concept should result in the modification of the concept before it is applied to the other REDMOB areas, thereby avoiding further turbulence that would occur if REDMOB changes were made after all the REDMOB were formed. Phasing the

reorganizations over a period of time and planning each REDMOB conversion, using some of the examples above, based on its own peculiar circumstances will result in a smoother transition from ARR and ARCOM to REDMOB.

ALTERNATIVE 3A

Executive Summary.

a. Short Description. Inactivate ARR; inactivate ARCOM; organize 11 Readiness and Mobilization Commands (REDMOB); activate one additional AC corps headquarters; assign peacetime OPCON of selected USAR units to MACOM.

b. Characteristics.

(1) HQDA. A dedicated staff group will be formed for up to two years to develop and implement an Army Mobilization Planning System (AMPS). Manpower spaces for the AMPS group will be from current authorized or overstrength positions.

(2) FORSCOM. Additional mobilization planning assets are provided to HQ FORSCOM.

(3) Other MACOM. Exercise limited OPCON of selected non-deploying USAR units. Selected MACOM receive small increase in staff personnel to assume the limited OPCON functions.

(4) CONUSA. Each CONUSA is provided two additional mobilization planners.

(5) AC Corps/Division. Organize one additional AC corps and assign most AC units to the three corps. Majority of the corps support elements will be provided by the RC. These RC elements will have a peacetime roundout/affiliation relationship with the corps similar to the current combat unit roundout/affiliation program between RC and AC units. AC signal units are needed to support tactical training for the corps and subordinate headquarters; the minimum AC signal unit requirements include elements of a corp signal brigade HHC and two battalions, the corps command operation battalion and the corps radio battalion, with a total ALO 3 strength of 1010. Each of the three corps, as well as the nine AC divisions, will be provided two additional manpower spaces to assist in managing the roundout/affiliation program.

(6) ARR. ARR headquarters are inactivated, and ARR functions are transferred to the REDMOB. ARR spaces are used to offset

REDMOB full-time space requirements. Battalion-level advisors are eliminated; remaining advisors are assigned to REDMOB.

(7) RG. Assigned to the Readiness and Mobilization Commands. In Sixth Army area some RG branch-related positions are changed to correspond to type units to be supported in the new REDMOB areas. No changes to RG in the First and Fifth Army areas.

(8) ARCOM. The ARCOM is inactivated and most ARCOM functions are transferred to the REDMOB. ARCOM full-time and part-time spaces are used to offset REDMOB full-time and part-time space requirements respectively. USAR command and control structure below ARCOM level is preserved in First and Fifth Armies. Some changes are required in the Sixth Army area because the new REDMOB boundaries divide three ARCOM areas.

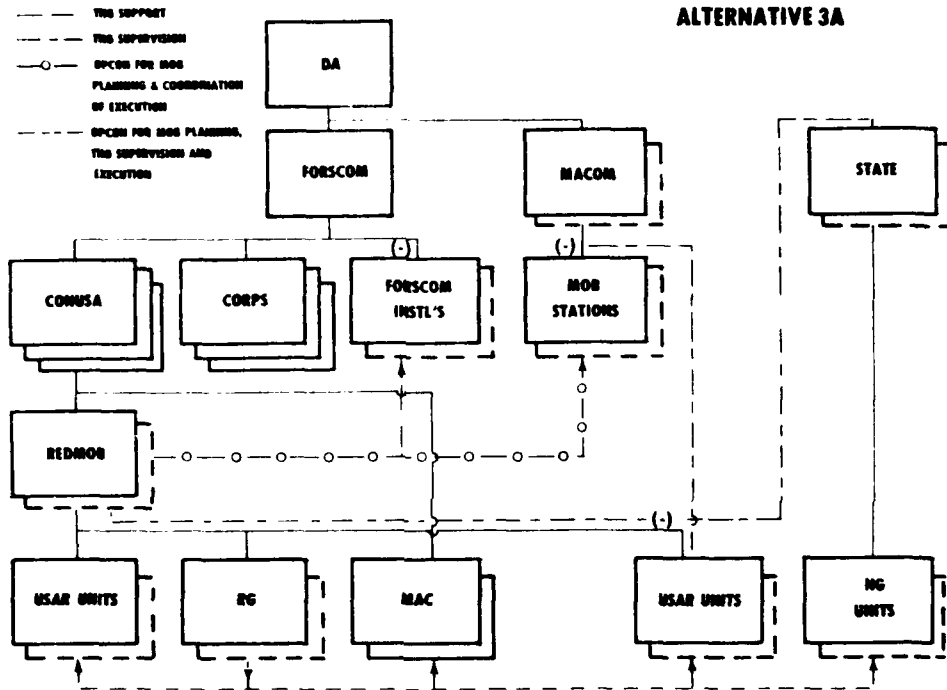
(9) Other MUSARC and GOCOM. Retain other MUSARC except MAC as GOCOM under the REDMOB; CONUSA continue to command MAC directly. Other MUSARC and GOCOM will command those units that are normally a part of its functional or doctrinal organization. Those training divisions in First Army area that received additional manpower spaces under the Program to Improve Reserve Components (PIRC) will lose those spaces as well as the training functions for which the spaces were provided. USAR units attached to the training divisions under PIRC will be reassigned to the REDMOB.

(10) REDMOB. Organize eleven REDMOB under the three CONUSA to: command all USAR units on an area basis; command RG; command RC advisors and augmentees; supervise and inspect ARNG training; exercise OPCON of MS in assigned area for mobilization planning and coordination of execution; evaluate RC unit readiness; provide training assistance to the RC; command designated installations on mobilization; command mobilized STARC in assigned area; prepare and execute domestic contingency and MSCD plans as directed; and coordinate, within assigned area, all intraservice support provided by supporting installations IAW AR 5-9 to the RC. REDMOB commander is an AC MG who is also designated a deputy CONUSA commander within assigned area. REDMOB commander has a USAR MG (PDS) and an ARNG BG (PDS) as deputy commanders. A USAR BG (PDS) is provided as a Chief of Staff. An AC O-6 is the assistant Chief of Staff. REDMOB staff has both AC and RC personnel. RC portion of the staff is primarily USAR; ARNG personnel are assigned to assist the commander in executing his mission as it pertains to the ARNG.

(11) Coordinating Installation (CI). Current CI that are responsible IAW AR 5-9 for coordinating intraservice support with supporting installations (SI) for the RC lose this CI responsibility to the REDMDOB. This does not change the current funding and accounting support provided by CI. Change AR 5-9 as required.

(12) Installations. Most installations will be provided at least one dedicated mobilization planner. Those installations with peak mobilization loads of 20,000 personnel or greater will be authorized two dedicated mobilization planners. DRC spaces at REDMOB locations will be reduced.

(13) Organization Diagram.



c. Resource Summary.

(1) Manpower.*

	Mil AC	Full-Time RC	Part-Time RC	Civilian DAC ART
MACOM staffing for OPCON		+8		
FORSCOM MOB Planners	+3			
CONUSA MOB Planners	+6			
Activate Corps HQ and Signal Units	+1339			
Corps/Division Roundout/ Affiliation	+26			
Organize 11 REDMOB	+628	+55	+1467	+119+384
Inactive ARR	-339	-15		-97
Inactive ARCOM	-215		-3129	-22 -384
Eliminate Bn-Level Advisors	-161			
DRC Reduction	-36			-36
Installation MOB Planners	+28			+36
Instal BASOPS				+37
PIRC Reduction	-12			
Net Impact	+1267	+48	-1662	+37 0
(Net Impact w/o Signal Add on)	+257	+48	-1662	- 2 0

* Includes the following general officer summary:

	AC			USAR		ARNG
<u>Activations/inactivations</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>0-8</u>	<u>0-7</u>	<u>0-7</u>
Inactivate ARCOM				-19	-19	
Inactive ARR		-9				
Active Corps HQ	+1	+1	+1			
Activate REDMOB		+11		+11	+11	+11
TOTALS	+1	+3	+1	-8	-8	+11

Possible USAR GO Backfills (not included in manpower summary)

	<u>0-8</u>	<u>0-7</u>
Tng Div Dep/Cdr		+12
TAACOM, TC Bde and COSCOM positions		+3
CA Cmd Cdr and Dep/Cdr	4	
MOBDES Installation Cdr	2	
CONUSA Deputy for USAR affairs	<u>3</u>	<u>15</u>
	9	

(2) Costs.

(\$000)

Annual Operating Costs (Base Line)	146,828.7
Annual Operating Costs (Alternative)	163,063.7
(Incremental Cost)	+16,235.0
Annual Operating Costs w/o Signal Add on	147,504.8
One Time Cost	60,302.7

d. Comparison with Base Case.

Advantages:

- o Provides valid, defined post mob mission to all headquarters.
- o Reduces unnecessary layering.
- o Some USAR resource savings possible for application against other requirements.
- o Increases dedicated AC command and control structure for USAR.
- o Increases AC/RC integration.

- o Reduces duplication.
- o Reduces CONUSA span of control in peacetime and wartime.
- o Improves the area command and control structure in CONUS.
- o Enhances potential for improving mobilization and deployment planning.
- o Provides additional assets for mobilization planning at installations, CONUSA, FORSCOM and HQDA.
- o Enhances total mobilization capability.
- o Enhances readiness of assigned units.
- o Simplifies procedures for RC units to obtain installation support IAW AR 5-9.
- o Establishes functional training relationships through assignment of RC units to mobilization MACOM for OPCON during peacetime.
- o Improves doctrinal supervision of training divisions and USAR schools through limited OPCON to TRADOC.
- o Reduces FORSCOM span of control.
- o Provides required corps headquarters.
- o Provides a more effective use of AC command and control structure.

Disadvantages:

- o Appears to be an AC takeover of the USAR command structure at a lower level.
- o Creates turbulence (28 inactivations, 13 activations) in the RC structure during reorganization.
- o Reduces the number of senior, USAR officer positions.

- o Possible loss of USAR personnel.
- o Possible loss of DAC and ART personnel.
- o May cause a perceived degradation of USAR school support to units and individuals as TRADOC exercises limited OPCON.
- o Requires additional resources to activate the corps hqs and required signal support.

ALTERNATIVE 3B

Executive Summary.

a. Short Description. Alternative 3A modified by eliminating Fifth Army.

b. Characteristics (those which differ from Alternative 3A).

Fifth Army is inactivated and its manpower spaces are used to increase staffs of Fifth and Sixth Armies and to offset space requirements for the AC corps, with supporting signal units, to be activated.

Organization and responsibilities of REDMOB will not be changed. The geographic area of responsibility for the REDMOB will not be changed. The CONUS will be divided between the First and Sixth Armies along REDMOB boundaries. Two other considerations influence the division of CONUS between the two CONUSA - authorized strength of RC units and time-distance factors.

Current approximate strength of RC units in each CONUSA area is shown below.

	<u>1A</u>	<u>5A</u>	<u>6A</u>
ARNG	200,000	135,000	76,200
USAR	117,400	90,000	42,800

The best balance in both ARNG and USAR strength is achieved by combining the Fifth and Sixth Army areas as shown below.

	<u>1A</u>	<u>6A</u>
ARNG	200,000	211,200
USAR	<u>117,400</u>	<u>132,900</u>
Total	317,400	344,100

However, time-distance considerations do not favor extending the Sixth Army area to include the entire Fifth Army area.

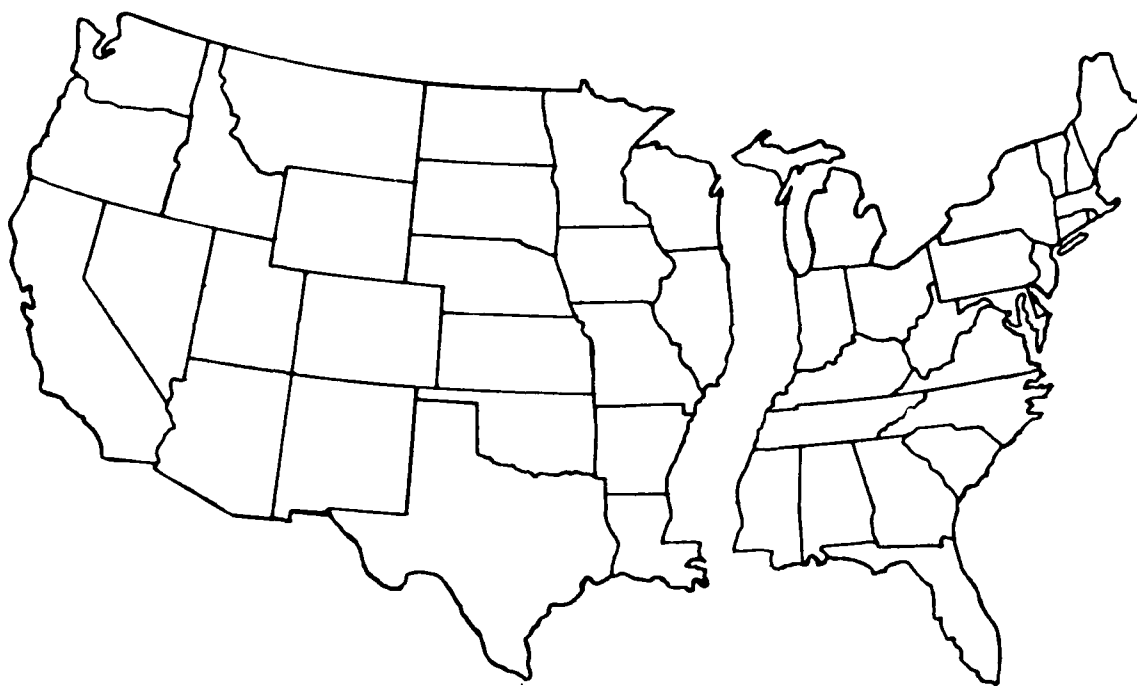
The Sixth Army area currently extends from California to the Kansas-Missouri border and from Mexico to Canada. It is a large area with a lesser density of RC units than either Fifth or First Army. This difference in density precludes dividing the CONUS into halves which are about equal in RC strength and time-distance factors. (Combining First Army and Fifth Army areas would result in about a 9 to 3 imbalance of RC unit strength). Therefore, the division of the CONUS into two CONUSA areas will be a compromise between RC unit strength and time-distance factors.

The addition of REDMOB VI area to First Army and REDMOB V and VII areas to Sixth Army does not greatly extend the overall breadth of the Sixth Army area. It does provide about a 4.5 to 3 division of RC unit strength between the two CONUSA. If REDMOB V and VI areas are added to First Army and REDMOB VII area is added to Sixth Army, the overall breadth of the Sixth Army area is not changed; but the ratio of RC unit strength is about 7.5 to 3. If REDMOB VI and VII areas are added to First Army and REDMOB V area is added to Sixth Army, then the Sixth Army area's overall breadth is increased slightly but the ratio of RC unit strength is about 7 to 3. Addition of only REDMOB V area to First Army was not considered since the area is separated from the First Army area by REDMOB VI.

Therefore, the best division of CONUS, considering RC unit strength ratios and time-distance factors, is the one which combines the REDMOB VI area with the First Army area REDMOB V and VII area. The resulting approximate RCU unit strength is shown below.

	<u>1A</u>	<u>6A</u>
ARNG	253,500	167,600
USAR	<u>146,600</u>	<u>103,700</u>
Total	400,100	271,300

While the Sixth Army area is the largest, time-distance factors are ameliorated somewhat by the fact that many of the states have RC units concentrated in only a few cities. Whereas, in the East, RC units are located in numerous cities throughout each state. The resulting division of CONUS between the two remaining CONUSA is shown below.



The imbalance of RC unit strength can be offset partially by increased staffing of First and Sixth Armies computed as a function of RC unit strength. Some Fifth Army spaces will be used to offset space requirements for this increased staffing. However, many of these spaces will be used to offset requirements for the third AC corps. The current staffing of the CONUSA and their ratios of staffing strength to RC unit strength is as shown:

	<u>1A</u>	<u>5A</u>	<u>6A</u>
Staff Strength	590	480	438
RC Unit Strength (approx)	317,000	225,000	119,000
Ratio (approx)	.0018	.0021	.0035

The Sixth Army ratio is nearly twice that of First Army and is not justified based on time-distance factors alone. Therefore, this imbalance will not be retained in augmenting the two CONUSA staffs. Instead, the First Army's lower ratio will be used as a guide.

The CONUSA staffing guide (DA Pam 570-553) generally does not provide staffing levels as a function of RC unit strength or of any other workload factor. Instead, it provides, for most staff sections, three manpower levels-maximum, intermediate, minimum. The maximum figures, if used, would staff a CONUSA at 708, which is 118 above the current First Army level. If the current First Army ratio is used to compute the staff strength based on the expanded CONUSA area, then the First Army staff would increase to 736, which is 28 (4%) above the maximum staffing guide level. Although the maximum staffing guide level is not considered to be a true upper limit, it will be the level used for First Army staffing. It is close to the 736 figure, and a proportional increase in CONUSA staffing fails to consider that the number of supervisory positions does not need to be increased proportionally. The Sixth Army staff will be increased to 481, which results from applying the resultant ratio of First Army staffing to RC unit strength to the increased Sixth Army RC unit strength.

c. Resource Summary.

(1) Manpower.

	Military AC	Full-time RC	Part-time RC	Civilians DAC	ART
Net Impact of Alt 3A	+1267	+48	-1662	+37	0
Inactivate 5A	-226**	-13		-256***	
Increase 1A staff	+58			+60	
Increase 6A staff	+21			+22	0
	+801	+35	-1662	-137	0
Net Impact w/o Signal	+110	+35	-1662	-174	0
Add on					

* Includes an increase of 5 AC and 11 ARNG general officers and a decrease of 16 USAR general officers.

** Includes a decrease of 2 AC general officers.

*** Includes the two additional mob planners provided to 5A in alternative 3.

(2) Costs.

	(\$000)
Annual Operating Costs (Base Line)	<u>146828.7</u>
Annual Operating Costs (Alternative)	155485.8
Annual Operating Costs w/o Signal	141890.0
Add on	
One Time Implementation Cost	<u>61498.8</u>

d. Comparison with Base Case.

Advantages.

- o Provides valid, defined post mob mission to all headquarters.
- o Reduces unnecessary layering.
- o Increases dedicated AC command and control structure for USAR.
- o Increases AC/RC integration.
- o Reduces duplication.
- o Reduces CONUSA span of control in peacetime and wartime.
- o Improves the area command and control structure in CONUS below CONUSA level.
- o Enhances potential for improving mobilization and deployment planning.
- o Provides additional assets for mobilization planning at installations, CONUSA, FORSCOM and HQDA.
- o Simplifies procedures for RC units to obtain installation support IAW AR 5-9.
- o Establishes functional training relationships through assignment of RC units to mobilization MACOM for OPCON during peacetime.
- o Improves doctrinal supervision of training divisions and USAR schools through OPCON to TRADOC.
- o Reduces FORSCOM span of control.
- o Provides required corps headquarters.
- o Enhances readiness of assigned units.
- o Enhances total mobilization capability.

- o Provides a more effective use of AC command and control structure.

DISADVANTAGES

- o Appears to be an AC takeover of the USAR command structure at a lower level.

- o Creates turbulence (28 inactivations, 11 activations) in the RC management structure during reorganization.

- o Possible degradation of AC GO attention of A^PNG.

- o Provides broad span of control for REDMOB.

- o Reduces the number of USAR command positions.

- o Reduces the number of senior, USAR officer positions.

- o Possible loss of USAR personnel.

- o Possible loss of DAC and ART personnel.

- o May cause a perceived degradation of USAR school support to units and individuals as TRADOC exercise limited OPCON.

- o Increases the geographic area of responsibility for the two remaining CONUSA.

- o Degrades the area command and control structure at the CONUSA level.

- o May result in reduced attention to the RC by senior AC general officers and their staffs.

- o Requires additional resources to activate the corps hqs and required signal support.

ALTERNATIVE 3

Variations Comparative Analysis

1. General.

Alternative 3 satisfies a variety of criticisms of the current STEAD-FAST structure. The key feature in the alternative is the REDMOB concept. However, other discrete features were included in the alternative to satisfy a variety of other criticisms; these other features are independent of the REDMOB concept. Alternative 3 should improve, among other things: the peacetime RC management structure, mobilization planning and execution capability; the post-mobilization, CONUS, area-oriented command and control structure; AC support to the RC; and the ability of the CONUS command and control structure to make the transition from peace to war, to include the expansion to meet the needs of total mobilization. However, the alternative does not contain any features which improve the AC management structure under FORSCOM. Changes in the AC structure could be made independently of, or concurrently with, implementation of the REDMOB concept. In addition, there is justification for including other MACOM, in addition to FORSCOM, in the business of RC unit training. Thus, Alternative 3A was developed to include a feature to improve the management of AC forces and to draw on the expertise of other MACOM for RC training. Alternative 3B was developed to determine if the strengthening of the intermediate level of command below the CONUSA resulted in underutilization of the three CONUSA.

2. Comparative Analysis.

a. Limited OPCON of USAR units to other MACOM. (Alt 3A and 3B).

This feature clearly is one which, when added to Alternative 3, represents an improvement. The ARCOM were criticized for not being capable of influencing the training of subordinate units. REDMOB, with 44% of the staff being either AC military or civilian and with an AC commander, should be able to accomplish the training function of command for subordinate units. However, the training for selected non-deploying and deploying RC units can be improved further by involving other MACOM. These MACOM can provide a level of everyday expertise in their functional areas that cannot be fully provided by the REDMOB without prohibitively high staffing levels. In addition,

the added staffing would still not be as good as using personnel from the MACOM who are involved almost daily with the ever-changing doctrine and procedures of the MACOM's functional areas. An "expert" assigned to the REDMOB might not be able to remain fully up-to-date. Also, there are intangible benefits for the RC unit that is involved in peacetime training and association with its wartime gaining command. Finally, the limited OPCON arrangement will reduce somewhat the REDMOB's span of interest for selected RC units.

b. Organizing a third AC corps. (Alt 3A and 3B).

The REDMOB organization does nothing to improve the management of AC units. However, the activation of a third AC corps in CONUS and the attachment of most AC units to the three CONUS corps greatly improves the AC management structure. It greatly reduces the FORSCOM commander's peacetime span of control and provides an additional corps headquarters which is needed to meet wartime needs. This concept also makes full use of the III and XVIII Corps by increasing the number of AC divisions and other units; currently these two corps are underutilized. Use of the three corps to command AC units offers the potential to enhance the readiness of assigned AC units and the readiness of those RC support units which are designated to roundout or affiliate with the new corps.

c. Elimination of Fifth Army. (Alt 3B).

This feature addresses a perceived weakness in Alternative 3 and Alternative 3A, the underutilization of the three CONUSAs once the REDMOB are organized and fully-operating. In the base case, the CONUSAs each have large commands in terms of subordinate units, total strength and geographic area of responsibility. The CONUSA must exercise USAR command through subordinate USAR headquarters which are primarily staffed by part-time personnel with civilian careers who can not all be expected to be thoroughly proficient in their military jobs. In addition, the CONUSA must supervise and inspect ARNG training and must provide training assistance to ARNG and USAR units using the ARR/RG/advisors. The CONUSA also lack an intermediate, area-oriented command which can be used to assist the CONUSA in exercising the full range of its responsibilities; currently, subordinate headquarters (ARCOM, MUSARC and ARR) each assist the CONUSA in meeting some but not all of its responsibilities. Below CONUSA level, responsibilities become fragmented. During mobilization, this situation is exacerbated. CONUSA responsibilities for mobilization as well as CONUS, area-oriented missions (domestic emergencies, land

defense, LSSF and MSCD) are beyond its capabilities with current staffing.

The REDMOB concept brings some order to the chaos of responsibilities which have been given to the CONUSA. the REDMOB will be able to manage, on an area basis, all the functions of command in support of the total CONUSA mission. During mobilization, the REDMOB will command the STARC for the CONUSA as well as coordinate the execution of mobilization within its assigned area.

This strengthened level of command below the CONUSA does not necessarily mean that three CONUSA are not needed. Nearly all of the CONUSA functions in the Base Case are unchanged by the REDMOB concept. It is possible that CONUSA staffing could be reduced, but the reduction can not be determined without experience with the REDMOB organization.

Elimination of Fifth Army increases the geographic span of control for the two remaining CONUSA. During peacetime, the two CONUSA could possible manage; but, during wartime, the coordination of area missions among REDMOB, the management of mobilization, and the continuing mission of organizing and training units will likely exceed the capability of two CONUSA.

In addition, the elimination of a CONUSA will reduce the frequency of contact between the senior AC general officers and RC general officers. The professional experience and leadership provided by CONUSA commanders is universally recognized as valuable but impossible to quantitatively measure.

3. Conclusions.

a. Limited OPCON of RC units to other MACOM is feasible and promises to benefit both the RC unit and the "gaining MACOM."

b. Activation of a third AC corps will improve the AC management but will require a large number of AC spaces. Over 50% of the manpower spaces for the AC corps headquarters can be offset by other reductions within Alternative 3A while nearly 85% can be offset by other reductions in Alternative 3B. Remaining corps headquarters and signal battalions' manpower spaces would have to be programmed by HQDA.

c. Fifth Army should not be eliminated initially because of uncertainties about the capabilities of the two remaining CONUSA to exercise effective command over the large geographic areas during peacetime and wartime. Once experience is gained in operating with the REDMOB, a manpower survey of the CONUSA should be made to determine if any reduction in staffing is justified.

d. Preferred alternative is Alternative 3A.

4. Recommendations.

a. Implement Alternative 3A.

b. Periodically survey the three CONUSA to determine adequacy of staffing and appropriateness of functions being performed.

c. Conduct a detailed manpower survey of the CONUSA 18-24 months after all REDMOB are operational to determine if CONUSA staffs should be reduced.

Summary of Direct Reporting Units (DRU)

	<u>Total DRU</u>	<u>GOCOM</u> *	<u>Small Org</u> **
REDMOB I	34	7	22
REDMOB II	53	2	26
REDMOB III	66	6	45
REDMOB IV	67	5	45
REDMOB V	82	8	55
REDMOB VI	82	4	63
REDMOB VII	64	4	45
REDMOB VIII	25	0	16
REDMOB IX	26	0	17
REDMOB X	53	5	37
REDMOB XI	27	1	16

* Included in TOTAL DRU column figure.

** Detachments, schools, AMSA, ECS, RTU, etc. Included in TOTAL DRU column.

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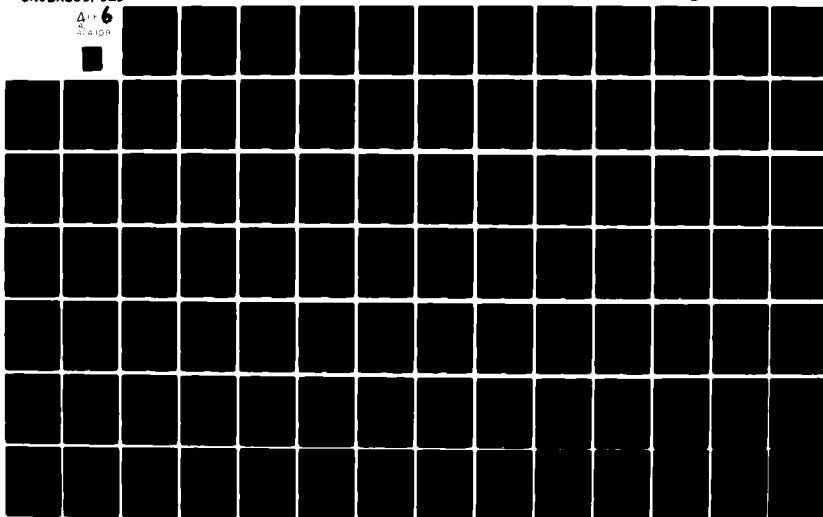
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REVISION OF CONUSA MISSIONS

IN FORSCOM REG 10-42

CHAPTER 3

CONTINENTAL UNITED STATES ARMIES

3-1. CONCEPT OF OPERATION. The mission of the Commander, FORSCOM, to command USAR troop units in CONUS and the Commonwealth of Puerto Rico and to supervise and evaluate the training of the ARNG in CONUS, Puerto Rico, and the Virgin Islands is executed through three geographic commands -- CONUSA -- First US Army, Fifth US Army, and Sixth US Army. The CONUSA boundaries and headquarters locations are shown at Figure 3-1. (See paragraph 2-2a for concept of operation in Alaska and Hawaii.)

3-2. CONUSA MISSION. The mission of each CONUSA commander is to:

a. Command all assigned USAR TOE and TDA troop program units, reinforcement training units, and mobilization designation detachments. Monitor recruiting program and supervise retention program for maintenance of USAR strength within assigned geographical areas. Position and station USAR units with FORSCOM approval. [Supervise individual and unit training, and arrange for administrative and logistical support of assigned units.] [Determine the effectiveness of USAR TOE and TDA troop program units to perform post mobilization missions.] Maintain the highest possible readiness level of readiness reporting units within the resources provided. Assure that readiness ratings reflect actual unit conditions. Redistribute resources to prevent or correct degradation in readiness within the command.

b. Supervise the training of nonunit Reserve personnel except for mobilization designees not assigned to CONUSA when ordered to active duty for training or annual training with, or otherwise attached to, ARNG units and USAR units within assigned geographic areas.

c. Command the Readiness and Mobilization Commands.

[] Indicates functions transferred to REDMOB.

d. Supervise the Army Reserve Technician (ART) Program. Distribute manpower spaces to subordinate REDMOB in support of the ART program.

e. Conduct general and special inspections of REDMOB, ARNG and USAR units, US Property and Fiscal offices, State Maintenance offices, and State Aviation offices.

f. Prepare and execute plans for emergency peacetime and wartime missions in accordance with applicable regulations and FORSCOM plans; (e.g., Disaster Relief, Nuclear/Chemical Accident/Incident Control; Land Defense of CONUS; Military Support of Civil Defense (MSCD); and Continuity of Operations (COOP)).

g. Prepare and execute plans for mobilization of Reserve Component units in accordance with the FORSCOM Mobilization Plan.

h. Supervise training of the ARNG. In this capacity, the CONUSA commander will, using the REDMOB:

(1) Plan and coordinate the annual training (AT) site and date schedules for all ARNG units within his geographic area.

(2) Supervise the training of the ARNG and coordinate with the installation commanders and Reserve Commands the fill of Active Component and USAR requirements which cannot be supported from ARNG assets and are required for the training of ARNG units.

(3) Determine the effectiveness of ARNG units to perform post mobilization missions.

i. Interact with HQ FORSCOM, installations, and REDMOB in USAR resource management. This includes providing priority guidance in accordance with the DAMPL to REDMOB, developing and reviewing the RPA appropriation, reviewing REDMOB OMAR mission budget submissions to FORSCOM, and making recommendations to FORSCOM concerning the distribution of mission funds. Issue mission funding targets to REDMOB. Review installation submissions for OMAR Base Operations funding and forward to FORSCOM areas for special concern that would have an impact on RC mission accomplishment.

j. Establish and conduct Intelligence Training Army Area Schools at appropriate installations and coordinate administrative/logistical support as required.

k. Submit Force Status and Identify Report (FORSTAT) (RCS AFOP-52(R2)) for all assigned USAR organizations in accordance with paragraph 1.3 (0) FORSCOM/TRADOC Regulation 525-3.

l. Receive, consolidate, review, and submit Joint Resource Assessment Data Base Report (JADREP) (RCS JCS 6-II-4-2) damage reports (card type "D") on all designated Army facilities and resources within respective Army area. This is limited to FORSCOM and TRADOC installations and subinstallations within their area in accordance with paragraph 4a (0) FORSCOM Regulation 525-7.

m. Conduct the CONUSA records management and office equipment management and acquisition programs as outlined in AR 340-1 and other applicable regulations in the AR 340-series.

n. Coordinate CONUSA-wide Public Affairs program.

o. Provide or coordinate intelligence, counterintelligence, and security support as appropriate.

[p. Advise and assist USAR units in acquiring and maintaining suitable facilities to support home station training.]

q. Supervise yearly evaluation of Reserve Component units in accordance with Appendix B, FORSCOM Reg 350-2.

r. Identify requirements and plan, develop, and process MIS support within capability for assigned staff and units to include those standard systems assigned and other unique systems as required.

s. Establish a MISO-controlled customer services organization for the processing of information requirements.

t. Coordinate Provost Marshal Law Enforcement activities to include physical security and Serious Incident Reporting as appropriate.

u. Develop for submission to HQ FORSCOM, the CONUSA MCAR Program, to include Target Year, Intermediate Range, and Long-Range Programs.

v. Develop and supervise command programs for productivity measurement, quick return on investment, management improvement, and methods and standards.

w. Administer the Command Alcohol and Drug Control, Race Relations/Equal Opportunity, Organizational Effectiveness, and Equal Employment Opportunity Programs.

x. Process Unit Readiness Report RCS JCS-6-II-2-1-6 (AR 220-1 with FORSCOM Suppl 1) for all USAR units in geographical area and forward to HQ FORSCOM.

SOURCE OF
 READINESS AND MOBILIZATION COMMAND
 MISSIONS AND FUNCTIONS

<u>REDMOB FUNCTIONS</u>	<u>SOURCE*</u>
1. Supervise individual and unit training, and arrange for administrative and logistical support of assigned units.	CONUSA
2. Determine the effectiveness of USAR TOE and TDA troop program units to perform post mobilization missions.	CONUSA
3. Maintain the highest possible readiness level of readiness reporting units within the resources provided	CONUSA (Derivative function)**
4. Assure that readiness ratings reflect actual unit conditions.	CONUSA (Derivative function)
5. Redistribute resources as directed by CONUSA to prevent or correct degradation in readiness within the command.	CONUSA (Derivative function)
6. Prepare and execute plans for emergency peacetime and wartime missions in accordance with CONUSA guidance and	CONUSA (Derivative function)
* Shows the sources of functions transferred to REDMOB.	
** Derivative function indicates that CONUSA continues to perform that function but the REDMOB has a supporting function as assigned by CONUSA.	

plans; (e.g., Disaster Relief, Nuclear/ Chemical Accident/Incident Control; Land Defense of CONUS; Military Support of Civil Defense (MSCD); and Continuity of Operations (COOP)).

7. Prepare and execute plans for mobilization of Reserve Component units in accordance with the CONSUA guidance and plans. CONUSA
(Derivative function)
8. Supervise and inspect the training of ARNG units in assigned area. In this capacity, the REDMOB commander will: CONUSA
(Derivative function)
 - (a) Plan and coordinate the annual training (AT) site and date schedules for all ARNG units within his geographic area.
 - (b) Supervise the training of the ARNG and coordinate with the installation commanders and Reserve Commands the fill of Active Component and USAR requirements which cannot be supported from ARNG assets and are required for the training of ARNG units.
 - (c) Determine the effectiveness of ARNG units to perform post mobilization missions.
9. Advise and assist USAR units in maintaining suitable facilities to support home station training. CONUSA
10. Supervise yearly evaluation of Reserve Component units in accordance with Appendix B, FORSCOM Reg 350-2, and CONSUA guidance. CONUSA
(Derivative function)
11. Develop for submission to CONUSA, the MCAR Program, for assigned areas, to include Target Year, Intermediate Range, and Long-Range Programs. CONUSA
(Derivative function)
12. Process Unit Readiness Report RCS JCS-6-II-2-1-6 (AR 220-1 with FORSCOM Suppl 1) for all USAR units in geo- CONUSA
(Derivative function)

graphical area and forward to CONUSA.

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|-----|---|-----|
| 13. | Appoint Federal recognition boards for the ARNG and act as reviewing authority for the Army Commander when so directed. If the REDMOB commander acts as a member of the board, proceedings will be forwarded to CONUSA headquarters for review. | ARR |
| 14. | Coordinate and supervise Reserve Component training in assigned region. Training related to MIS/ADP will be coordinated through appropriate CONUSA functional elements. | ARR |
| 15. | Evaluate training and readiness status of Reserve Component units on a continuous basis. | ARR |
| 16. | Assist Reserve Component commanders in securing training facilities, training areas, transportation, and other training assistance, giving priority to commanders of nonaffiliated, early deploying units. Reserve Component unit training support will be accorded priority over Active Component support. | ARR |
| 17. | Coordinate with other REDMOB having elements of the same Reserve Component command in respective areas of responsibility to insure readiness assistance programs are in consonance. A REDMOB in which a division or other major headquarters is located, is responsible for coordinating with the REDMOB in which divisional units are located. Matters which cannot be | ARR |

resolved at the REDMOB level will be referred to the appropriate CONUSA headquarters.

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| 18. Provide planning advice and assistance to State Adjutants General in preparing supporting Civil Disturbance Plans, as required. | ARR |
| 19. Provide Maintenance Assistance and Instruction Team (MAIT) support to USAR units within geographical areas of responsibility. Supplemental support may be provided ARNG units in accordance with the provisions of AR 750-51. | ARR |
| 20. Direct and supervise assigned functional specialists in providing advice; instruction and assistance in unit personnel advice; instruction and assistance in unit personnel administration, JUMPS-RC, computer services, PAD services, and unit supply functions to include property books, maintenance, food service, and unit records. | ARR |
| 21. Maintain liaison with and conduct staff visits to State Adjutants General and senior ARNG commands. | ARR |
| 22. Represents the CONUSA commander in civic, veteran, patriotic, and public affairs activities when requested. | ARR |
| 23. Command advisors and RG within region. | ARR |
| 24. Monitor the USAR recruiting program and supervise the retention program; advise and assist the ARNG upon request within availability of | ARR/ARCOM/
MUSARC |

resources and contingent upon priorities; maintain accountability of USAR recruiting and retention personnel.

- 25. Direct and supervise personnel allocated to provide branch oriented assistance to specific requests or as recommended by readiness coordinators. ARR
- 26. Provide coordination and assistance in establishing appropriate agreements accomplished under provisions of AR 140-1 (Civilian Sponsored Unit Program). ARR
- 27. Coordinate and supervise the Training Management Program within REDMOB area. ARR
- 28. Financial Management Functions. ARCOM/MUSARC
 - (a) Programming/Budgeting.
 - (1) Develop requirements.
 - (2) Translate requirements into dollars.
 - (3) Collect dollar requirements and segregate into appropriate budgeting categories based upon priorities of the commander.
 - (4) Transmit requirements to supporting installation(s).
 - (5) Maintain liaison with the SI and CONUSA to insure inclusion of

requirements in SI
budget.

(b) Fund Management.

- (1) Receive mission funding targets from CONUSA.
- (2) Coordinate OMAR base operations requirements with the supporting installations to insure that priority items/actions are adequately supported.
- (3) Receive mission fund expense ceilings from supporting installations and recommend ceilings to component/subordinate elements based upon priorities of the commander.
- (4) Monitor component/subordinate element mission fund expenditures to insure that ceilings are not exceeded.
- (5) Adjust mission fund ceilings of component/subordinate elements to accommodate fund reductions or increases transmitted to REDMOB by supporting installations during the year, or increases or reduced requirements generated by USAR

units.

- (6) Review mission accomplishment against fund expenditure and adjust mission funding actions to maximize performance (PBAC-type functions).
- (7) Coordinate year-end mission fund adjustments to achieve efficient utilization.
- (8) Prepare and submit Status of Operating Resources (RCS AFCE-2) input.
- (9) Review and manage RPA Program. Coordinate program requirements with CONUSA.

ARCOM/MUSARC

29. Force Development.

(a) Force Structure.

- (1) Submit relocation request to CONUSA in coordination with SI.
- (2) Recommend the redesignation, and stationing of assigned or attached units to CONUSA.
- (3) Submit appropriate authorization documents to CONUSA.
- (4) Provide input to CONUSA on Troop Action

Program, as required.

(b) Manpower Management

(1) Submit Schedule
X for justification of
additional personnel
requirements in the
command.

(2) Manage ART
assets in the command.

- | | |
|---|--------------|
| 30. Establish requirements, procedures, and manage man-day spaces and funds in support of USAR activities. | ARCOM/MUSARC |
| 31. Develop training plans and policies in accordance with directives from higher headquarters (includes USAR schools). | ARCOM/MUSARC |
| 32. Supervise the training of units and individuals, to include the review and approval of unit inactive duty training and annual training schedules and programs; furnish guidance and emphasis on participation in Army Service Schools and in National Guard and Active Component OCS. | ARCOM/MUSARC |
| 33. Coordinate the use of training centers, training areas, and ranges allocated to the command within geographic area of responsibility. | ARCOM/MUSARC |
| 34. Develop standard mobilization plan; direct preparation of and review unit mobilization documents to include movement plans. | ARCOM/MUSARC |

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| 35. Coordinate the USAR competitive marksmanship program within area of responsibility. | ARCOM/MUSARC |
| 36. Develop and supervise an effective Intelligence Training Program, Information Security Program, and Personnel Security Program for assigned and attached units. | ARCOM/MUSARC |
| 37. Supervise the material readiness program of subordinate units. | ARCOM/MUSARC |
| 38. Supervise the US Army Reserve Materiel Maintenance Program in accordance with AR 140-15 as supplemented. Operate and manage AMSA and AMSA/ECS. | ARCOM/MUSARC |
| 39. Monitor and coordinate supply support by higher headquarters and supporting installation and establish priorities pertaining thereto. | ARCOM/MUSARC |
| 40. Redistribute equipment in accordance with instructions in AR 140-40 and AR 710-2. | ARCOM/MUSARC |
| 41. Monitor and coordinate other logistical support by higher headquarters and supporting installations and establish priorities pertaining thereto. | ARCOM/MUSARC |
| 42. Supervise the command food service program. | ARCOM/MUSARC |
| 43. Assist supporting installation and CONUSA in developing and supervising maintenance and operations of facilities; program construction improvements to facilities. | ARCOM/MUSARC |

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|---|--------------|
| 44. Coordinate, as directed, public affairs activities pertaining to the USAR within area of responsibility. | ARCOM/MUSARC |
| 45. Oversee the religious, moral, and morale factors of the command. Supervise troop conduct and appearance. Process and issue awards. | ARCOM/MUSARC |
| 46. Plan, coordinate, schedule, and conduct general inspections of units not inspected by higher headquarters; coordinate and evaluate all reports of general inspections; conduct investigations and inquiries. | ARCOM/MUSARC |
| 47. Provide personnel services to the command. | ARCOM/MUSARC |
| 48. Provide legal services to the command. | ARCOM/MUSARC |
| 49. Provide administrative service to the command. | ARCOM/MUSARC |
| 50. Responsible for the preparation of the Command Operating Budget and the budget execution review of BPI mission funding targets allocated for the command's use. | ARCOM/MUSARC |
| 51. Develop and implement civilian personnel management program for ART; designate, in writing, the servicing civilian personnel officer to "act for" them in all matters pertaining to the administration of the civilian personnel program. | ARCOM/MUSARC |
| 52. Implement RR/EO Program; provide guidance and monitor the subordi- | ARCOM/MUSARC |

nate elements' (down to brigade and separate battalion/equivalent) implementation of RR/EO Program as appropriate.

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| 53. Supervise and operate USAR flight facilities within assigned geographic area. | ARCOM/MUSARC |
| 54. Establish and supervise a positive Aircraft Accident Prevention Program. | ARCOM/MUSARC |
| 55. Develop and supervise an effective Physical Security Program for assigned units. | ARCOM/MUSARC |
| 56. Exercise OPCON of mobilization stations in assigned area for mobilization planning and execution. | |
| 57. Upon mobilization command STARC in assigned area. | |
| 58. Upon mobilization assume command of specified installation. | |
| 59. Submit requests for intraservice support for assigned/attached units to nearest SI which can provide the support. | CI (AR 5-9) |
| 60. Resolve support conflicts among SI and RC units in assigned area. If supporting installations in assigned area cannot provide the required support, or if support can be provided more economically or efficiently by another installation, coordinate with other areas (REDMOB) to arrange support. | CI (AR 5-9) |
| 61. Provide evaluations and recommendations to the responsible MACOM hqs | CI (AR 5-9) |

in regard to support policies and
procedures.

4-3-12

HQDA Mobilization Planning Role

Detailed Description.

a. Concept.

(1) HQDA will develop and implement an Army Mobilization Planning System (AMPS).

(2) An AMPS office will be established, under a Special Assistant to the Chief of Staff, Army, to develop and implement the AMPS.

(3) All ARSTAF agencies and MACOM will be assigned roles for performing mobilization planning and for disciplining the AMPS.

(4) The AMPS office will be chartered for up to 24 months and will be disestablished when AMPS is implemented.

(5) The AMPS will:

(a) Define and assign broadened mobilization planning responsibilities for ARSTAF and MACOM.

(b) Incorporate the FORSCOM MPS and its methodology.

(c) Formalize consistent planning processes for all areas of mobilization (i.e., RC units, personnel base, logistics base, etc).

(d) Integrate near term (current year) planning with mid-term planning (POM) for mobilization.

(e) Integrate mob planning with all appropriate Army Planning Systems.

(f) Optimize the use of automated planning aids and automated system interfaces through a structured management of planning information.

b. Command Relationships.

(1) HQDA will have overall responsibility for developing, implementing and disciplining the AMPS. The Special Assistant to CSA

will have tasking authority over ARSTAFF agencies and MACOM for the development and implementation of AMPS. ARSTAF agencies will be assigned specific responsibility for disciplining the AMPS when implemented.

(2) MACOM will be assigned specific missions and functions under AMPS. "DA Executive Agent" terminology will not be used in assigning responsibilities to MACOM.

c. Functions.

(1) HQDA.

(a) The AMPS Office will design, develop and implement the AMPS using contractor assistance (if necessary) and taskings to analysis agencies, ARSTAF and MACOM.

(b) Mobilization planning functions under current processes or taskings will continue to be performed by responsible ARSTAF agencies until changed, terminated or incorporated into AMPS.

(2) MACOM.

(a) FORSCOM will further develop its Mobilization Planning System for mobilization of RC units under its command, provide assistance to HQDA in developing the AMPS and perform other planning functions as assigned under the AMPS.

(b) Other MACOM will continue to perform current mobilization planning functions until changed, terminated or incorporated into AMPS and will provide assistance, as required, to HQDA for development of AMPS.

d. Stationing. N/A.

e. Responsibility for Area/Subordinate Elements.

TBD by AMPS.

f. Staffing Concept.

(1) HQDA

(a) A dedicated staff organization will be formed for up to two years to develop and implement the AMPS. The AMPS office will

be under the direct, full-time supervision of a Major General serving as a special assistant to CSA.

(b) The staffing for the AMPS office will be based on expertise required, since "level of effort" will be accomplished through contractor assistance and tasking of ARSTAF and MACOM, as required. The AMPS office will require full-time expertise in organization, mission, functions, operating concepts and systems of Army MACOM and agencies which play major roles in mobilization. It will also require expertise in planning and management processes for critical functional areas. The following is an estimate of the required personnel based on areas of expertise.

Area of Expertise

Organizational	Personnel
FORSCOM	1
TRADOC	1
DARCOM	1
RCPAC/MILPERCEN	1
ACC	1
HSC	1
MTMC	1
NGB	1
OCAR	1
 Functional	
Force Development	1
Supply & Maintenance	1
JOPS	1
PPBS	1
Trans Systems	1
Facilities Engr	1
Stationing	1
Personnel	1
Comm ADP	1
Training Base	1
Industrial Base	1
ADP System Development	2
ORSA	3
 Total	 25

If all professional personnel assigned are selected based on a background in at least two of the areas above, twelve professional staff personnel will be required. Six additional supervisory/admin personnel will be required. These include:

Special Assistant to CSA (0-8)	1
Exec (0-6)	1
Admin NCO	1
Clerical	3

Total manpower resources required are, therefore, eighteen (18) spaces for 1 1/2 to 2 years.

(c) Because of limitations on HQDA strength the manpower spaces (18 required minimum) must be provided from available HQDA authorized or overstrength positions or personnel must be detailed for up to 24 months but assigned to existing ARSTAF agencies or MACOM.

(2) Upon disestablishment of the AMPS office, personnel will be returned to parent organizations or reassigned as appropriate.

g. Resource Summary (Manpower).

Manpower. Because of the temporary (2 yr) nature of the AMPS office it is unlikely that civilian positions could be filled except for the clerical positions. Manpower requirement is therefore:

OFF	12
EM	1
CIV	3

PARA/LIN/TITLE	BR	GRADE	REQ	AUTH	REQ	AUTH	REQ	AUTH	REQ	AUTH	REMARKS
001/00 COMMAND GROUP											
01 CDR/DEPCONUSA CDR	GO	MG	1	1	1	1	1	1	1	1	
02 DEP CDR	GO	MG	1	0	1	0	1	0	1	0	d(USAR)
03 DEP CDR	GO	BC	1	0	1	0	1	0	1	0	d(ARNG)
04 EXECUTIVE OFFICER	-		1	1	1	1	1	1	1	1	
05 AIDE-DE-CAMP	-	O3	3	1	3	1	3	1	3	1	d(1-ARNG, 1-USAR)
06 COMMAND SCM	-	E9	1	1	1	1	1	1	1	1	
07 DRIVER	-	E6	3	1	3	1	3	1	3	1	d(1-ARNG, 1-USAR)
08 SECY-STENO	-	E6	2	0	2	0	2	0	2	0	d(1-ARNG, 1-USAR)
09 SECY-STENO		07	1	1	1	1	1	1	1	1	
10 STENO	GS	04	1	1	1	1	1	1	1	1	
PARA TOTAL			15	7	15	7	15	7	15	7	

PARA/LIN/TITLE	BR	GRADE	6-16000		USAR TROOP STRENGTH		31-35000		REMARKS
			REQ	AUTH	16-25000	25-31000	REQ	AUTH	
002/00 OFFICE, COFS									
01 CHIEF OF STAFF	GO	BG	1	0	1	0	1	0	d
02 ACOFS	-	O6	1	1	1	1	1	1	
03 AIDE-DE-CAMP	-	O2	1	0	1	0	1	0	d
04 DRIVER	-	E5	1	0	1	0	1	0	d
05 STENO	71L	E4	1	0	1	0	1	0	d
06 SECY-STENO	GS	O6	1	1	1	1	1	1	
PARA TOTAL			6	2	6	2	6	2	

		FULL-TIME REDMOB PERS SUPPORTED				
		0-200	201-400	401-500	501-600	
003/00	ADMIN OFFICE					
	01 ADMIN OFFICER	1	1	1	1	1
	02 UNIT PERS TECH		1	1	1	1
	03 CHIEF ADMIN NCO	1	1	1	1	1
	04 SR PERS NCO			1	1	1
	05 SUPPLY NCO	1	1	1	1	1
	06 ADMIN SPEC	1	1	1	2	2
	07 ADMIN SPEC		1	1	1	1
	08 STENO	1	1	1	1	1
	09 CLERK-TYPYST	a	a	1a	2a	2a
	PARA TOTAL					

PARA/LIN/TITLE	BR	GRADE	6-16000			16-25000			25-31000			31-38000			REMARKS
			REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	
004/00 OFFICE, DCSPA															
01 DCSPA	41A	06	1	0		1	0		1	0		1	0	d	
02 ADCSPA	41A	05	1	1		1	1		1	1		1	1	g	
03 PROVOST MARSHAL	31A	05	1	0		1	0		1	0		1	0	d	
04 PHYS SEC NCO	E7		1	1		1	1		1	1		1	1	g,h	
05 CLERK-TYPIST	71L	E4	1	1		1	1		1	1		1	1	h	
PARA TOTAL			5	3		5	3		5	3		5	3		
004A/00 ADMIN SVCS DIV															
01 CHIEF	41A	05	1	0		1	0		1	0		1	0	d	
02 ADMIN OFFICER	42A	03	2	1		2	1		4	1		5	1	d,f (USAR)	
03 RECORDS MGT OFF	42A	03	1	0		1	0		2	1		3	1	d,f (USAR)	
04 ADMIN SUPV	71L	E8	1	1		1	1		1	1		1	1	g,h	
05 MAIL-DIST CLK	71L	E5	1	0		1	0		2	1		3	1	d,g,h	
06 CLERK-TYPIST	71L	E4	1	0		1	0		2	1		2	1	d,g,h	
PARA TOTAL			7	2		7	2		12	5		15	5		
004B/00 PERS MGMT DIV															
01 CHIEF	41A		1	0		1	0		1	0		1	0	d	
02 PERS MGMT OFF	41A		1	1		1	1		1	1		1	1	f (USAR)	
03 RR/EO OFFICER	41C		1	0		1	0		1	0		1	0	d	
04 RETENTION OFF	41B		2	1		2	1		2	1		2	1	d	
05 UNIT PERS TECH	711A		1	0		1	0		2	0		2	0	d	
06 PERS NCO	752		1	1		1	1		1	1		1	1	g,h	
07 RR/EO NCO	004		1	0		1	0		1	0		1	0	d	
08 RETENTION NCO	00E		4	2		4	2		6	3		6	3	d	
09 PERS MGMT SPEC	75C		2	1		2	1		3	2		3	2	d,g,h	
10 PERS RECD SPEC	75C		2	0		2	1		2	1		3	2	d	
11 CLERK-TYPIST	71L		2	1		2	1		2	2		3	2	d,g,h	
PARA TOTAL			18	7		18	8		22	11		24	12		

PARA/LIN/TITLE	BR	GRADE	USAR TROOP STRENGTH				REMARKS
			6-16000 REQ AUTH	16-25000 REQ AUTH	25-31000 REQ AUTH	31-38000 REQ AUTH	
005/00 OFFICE DCSTOI							
01 DCSTOI	54A	06	1	1	1	1	f (ARNG)
02 DEP (ARNG)	54A	06	1	1	1	1	f (USAR)
03 DEP (USAR)	54A	06	1	1	1	1	
04 OPS NCO		E9	1	1	1	1	
05 SECY-STENO	71L	E5	1	1	1	1	h
PARA TOTAL			5	5	5	5	
005A/00 TRAINING DIV							
01 CHIEF	54A	06	1	1	1	1	
02 SECY-STENO	GS	06	1	1	1	1	
PARA TOTAL			2	2	2	2	
005B/00 TNG MGMT DEV BR							
01 CHIEF	54A	05	1	1	1	1	d(1-ARNG,1-USAR)
02 TNG MGMT OFF	11A	04	3	3	5	5	XA
03 INDIV TNG OFF	28X	03	3	4	4	5	g,h
04 TNG MGMT NCO	11B	E7	1	1	1	1	d,g,h
05 CLERK-STENO	71L	E4	1	2	2	3	
PARA TOTAL			9	11	13	15	
005C/00 COMBAT/COMBAT SPT BR							
01 CHIEF	11A	05	1	1	1	1	
02 TRAINING STAFF OFF		05	b	b	b	b	
03 TRAINING STAFF OFF		04	b	b	b	b	
04 CLERK-STENO	GS	05	1	1	1	1	h
05 CLERK-TYPIST	71L	E4	c	c	c	c	
PARA TOTAL			1	1	1	1	
005D/00 CMBT SVC SPT BR							
01 CHIEF	91A	05	1	1	1	1	
02 TRAINING STAFF OFF		05	b	b	b	b	
03 TRAINING STAFF OFF		04	b	b	b	b	
04 CLERK-STENO	GS	05	1	1	1	1	h
05 CLERK-TYPIST	71L	E4	c	c	c	c	
PARA TOTAL			1	1	1	1	

PARA/LIN/TITLE	BR	GRADE	6-16000		16-25000		25-31000		31-38000		REMARKS
			REQ	AUTH	REQ	AUTH	REQ	AUTH	REQ	AUTH	
005E/00 PLANS DIV											
01 CHIEF	54A	06	1	1	1	1	1	1	1	1	d,g,h
02 PLANS OFFICER	54A	05	2	1	2	1	2	1	2	1	d,XB
03 MOB PLANS OFF	54A	05	4	2	6	3	6	3	8	4	d,XC
04 MOB PLANS SPEC	54A	04	4	2	6	3	6	3	8	4	d,XC
05 PLANS NCO	11B5	E8	1	1	1	1	1	1	1	1	g,h
06 CLERK-STENO	GS	05	1	1	1	1	1	1	1	1	d,g
07 CLERK-TYPIST	71L	E4	1	0	1	0	1	0	2	1	
PARA TOTAL			14	8	18	10	18	10	23	13	
005F/00 OPS/INTEL DIV											
01 CHIEF	54A	06	1	1	1	1	1	1	1	1	d,f (USAR)
02 OPS OFFICER	54A	05	1	0	1	0	2	1	2	1	d
03 AVIATION STAFF OFF	15A	05	1	0	1	0	1	0	1	0	d
04 NBC STAFF OFFICER	74A	05	1	0	1	0	2	1	2	1	d
05 READINESS OFFICER	54A	04	2	1	3	2	4	2	5	3	d,g
06 AVIATION SAFETY OFF	15A	04	1	0	1	0	1	0	1	0	d
07 INTEL OFFICER	35A	04	2	1	2	1	2	1	2	1	d
08 EW/CRYPTO OFFICER	37A	04	1	0	1	0	1	0	1	0	d
09 OPS/RDYNSS NCO	54E	E7	1	1	3	2	4	2	5	3	d,g,h
10 NBC STAFF NCO	67W	E8	1	1	2	1	3	1	3	2	d,g,h
11 AIRCRAFT TECH INSP	67W	E6	1	0	10	0	1	0	1	0	d
12 SECY-STENO	GS	05	1	1	1	1	1	1	1	1	d,g,h
13 CLERK-TYPIST	71L	E4	2	0	2	0	3	1	3	1	d,g,h
14 SR INTEL ANALYST	96B	E7	1	1	1	1	1	1	1	1	d,g,h
PARA TOTAL			17	7	21	9	27	12	29	15	
006/00 OFFICE, DCSLOG											
01 DCSLOG	70A	06	1	0	1	0	1	0	1	0	d
02 ADCSLOG	92X	05	1	1	1	1	1	1	1	1	
03 LOG NCO	76Z	E9	1	1	1	1	1	1	1	1	
04 SECY-STENO	GS	05	1	1	1	1	1	1	1	1	
PARA TOTAL			4	3	4	3	4	3	4	3	

PARA/LIN/TITLE	BR	GRADE	6-16000		16-25000		25-31000		31-38000		REMARKS
			REQ	AUTH	REQ	AUTH	REQ	AUTH	REQ	AUTH	
006A/00 SUPPLY+SVCS DIV											
01 CHIEF	93A	O5	1	0	1	0	1	0	1	0	d
02 SUPPLY OFFICER	92B	O4	1	1	1	1	1	1	1	1	f(USAR)
03 SERVICES OFFICER	93B	O4	1	1	1	1	1	1	1	1	f(USAR)
04 SUPPLY OFFICER	92B	O3	1	1	1	0	1	0	2	0	d
05 FOOD SVC ADV	011A	WO	1	1	1	1	1	1	1	1	g
06 SUPPLY NCO	76Z	E8	1	0	1	0	2	0	2	0	d
07 SERVICES NCO	76Z	E8	1	0	1	0	2	0	2	0	d
08 FOOD SVC SUPV	94B	E8	1	0	1	0	2	0	2	0	d
09 SUPPLY NCO	76Y	E7	2	1	2	1	3	2	3	2	d,g,h
10 SUPPLY SPEC	76Y	E5	1	0	2	0	3	0	4	0	d
11 CLERK-TYPIST	71L	E4	2	1	2	1	3	1	3	1	d,g,h
PARA TOTAL			12	5	14	5	20	6	22	6	
006B/00 MAINT DIVISION											
01 CHIEF	91A	O5	1	0	1	0	1	0	1	0	d
02 MAINT OFFICER	91A	O4	1	1	1	1	1	1	1	1	f(USAR)
03 MAINT TECH	441	WO	1	1	1	1	1	1	1	1	g
04 MAINT SUPV	63Z	E8	1	0	1	0	1	0	1	0	d
05 MAINT NCO	63B	E6	1	0	1	0	1	0	1	0	d
06 CLERK-TYPIST	71L	E4	5	2	5	2	6	2	6	2	d
PARA TOTAL			11	4	13	4	16	4	16	4	
006C/00 ENGINEER DIV											
01 CHIEF	21X	O4	1	0	1	0	1	0	1	0	d
02 EN OFFICER	21X	O3	1	0	1	0	1	0	1	0	d
03 STAT CLERK	71L	E4	1	0	1	0	1	0	1	0	d
PARA TOTAL			3	0	3	0	3	0	3	0	

PARA/LIN/TITLE	BR	GRADE	USAR TROOP STRENGTH				REMARKS
			6-16000	16-25000	25-31000	31-38000	
			REQ	AUTH	REQ	AUTH	
006D/00 TRANS DIV	95A	05	1	0	1	0	d
01 CHIEF	95A	04	1	0	1	0	d
02 TRANS STAFF OFF	95A	03	2	1	4	2	d
03 TRANS SPEC	71N	E7	1	0	1	0	d
04 MOVEMENT NCO	71N	E6	1	0	1	0	d
05 MOVEMENT NCO	71L	E4	1	0	2	0	d
06 CLERK TYPIST			6	1	10	2	
PARA TOTAL							
007/00 OFFICE, DCSRM	45A	06	1	0	1	0	d
01 DCSRM	45A	05	1	1	1	1	8,h
02 ADCSRM	44A	04	1	1	1	1	
03 FINANCE OFFICER	44B	04	1	0	1	0	d
04 AUDITOR	73C	E9	1	0	1	0	d
05 SR FINANCE NCO	73C	E5	2	0	3	0	d
06 PAY SPEC	71L	E4	1	0	2	0	d
07 CLERK-TYPIST	GS	04	1	1	1	1	
08 CLERK-TYPIST			8	3	11	3	
PARA TOTAL							
007A/00 PROG/BUDGET	45B	05	1	0	1	0	d
01 CHIEF	45B	04	1	1	1	1	
02 BUDGET OFFICER	45B	03	1	1	2	2	d,8,h
03 BUDGET ANALYST	45B	03	1	1	2	1	d,8,h
04 PROGRAM ANALYST	73D	E6	1	1	3	2	d,8,h
05 STAT CLERK	71L	E4	1	0	2	1	d,8,h
06 CLERK-TYPIST			6	3	11	7	
PARA TOTAL							

PARA/LIN/TITLE	BR	GRADE	6-16000			16-25000			25-31000			31-38000			REMARKS
			REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	REQ	AUTH	STRENGTH	
007B/00 MGMT/MANPOWER DIV															
01 CHIEF	45C	05	1	0		1	0		1	0		1	0	d	
02 MGMT ANALYST	45C	04	2	1		2	1		2	1		2	1	d,g,h	
03 MANPOWER ANALYST	54A	03	1	0		1	0		1	0		1	0	d	
04 MIS OFFICER	53A	04												J	
05 FORCE STRUCTURE OFF	54A	03	1	0		1	0		1	0		1	0	d	
06 SYSTEMS ANALYST	741	WD												J	
07 DATA PROC NCO	74B	E7												J	
08 STAT CLERK	73D	E6	1	0		1	0		1	0		1	0	d	
09 CLERK-TYPIST	71L	E4	1	0		1	0		1	0		1	0	d	
PARA TOTAL			7	1		7	1		7	1		7	1		
008/00 OFFICE, CHAPLAIN															
01 CHAPLAIN	56A	06	1	0		1	0		1	0		1	0	d	
02 ASST CHAPLAIN	56A	05	1	1		1	1		1	1		1	1		
03 CHAPLAIN ASST	71N	E6	1	1		1	1		1	1		1	1		
PARA TOTAL			3	2		3	2		3	2		3	2		
009/00 OFFICE, IG															
01 INSPECTOR GENERAL	11X	06	1	0		1	0		1	0		1	0	d	
02 ASST IG	11X	05	1	0		1	0		1	0		1	0	d	
03 ASST IG	11X	04	1	0		1	0		3	0		3	0	d	
04 IG NCO	71L	E8	1	0		1	0		1	0		1	0	d	
05 IG NCO	71L	E7	1	0		1	0		1	0		1	0	d	
06 CLERK-TYPIST	71L	E4	1	0		1	0		1	0		1	0	d	
PARA TOTAL			5	0		6	0		8	0		8	0		

009/00 PUBLIC AFFAIRS OFC	BR	GRADE	6-16000		16-25000		25-31000		31-38000		REMARKS
			REQ	AUTH	REQ	AUTH	REQ	AUTH	REQ	AUTH	
01 PAO	46A	05	1	0	1	0	1	0	1	0	d
02 ASST PAO	46A	04	2	1	2	1	2	1	2	1	d
03 PA NCO	84Z	E8	1	0	1	0	2	1	2	1	d
04 INFO SPEC	71Q	E4	1	0	1	0	1	0	1	0	d
05 CLERK-TYPIST	71L	E4	1	0	1	0	1	0	1	0	d
PARA TOTAL			5	1	5	1	5	2	5	2	
010/00 OFFICE, SJA											
01 STAFF JUDGE ADV	55A	06	1	0	1	0	1	0	1	0	d
02 ASST SJA	55A	05	1	0	1	0	1	0	1	0	d
03 LEGAL CLERK	710	E8	1	0	1	0	1	0	1	0	d
04 CLERK-TYPIST	71L	E4	1	0	1	0	1	0	1	0	d
PARA TOTAL			4	0	4	0	4	0	4	0	
011/00 OFFICE, SURGEON											
01 SURGEON	60A	06	1	0	1	0	1	0	1	0	d
02 MS OFFICER	67X	05	1	0	1	0	1	0	1	0	d
03 MS OFFICER	67X	04	1	0	1	0	1	0	1	0	d
04 SR MED SPEC	91Z	E8	1	0	1	0	1	0	1	0	d
05 CLERK-TYPIST	71L	E4	1	0	1	0	1	0	1	0	d
PARA TOTAL			5	0	5	0	5	0	5	0	
012/00 HQ CMT											
01 CMT	11X	04	1	0	1	0	1	0	1	0	d
02 FIRST SERGEANT	71L	E8	1	0	1	0	1	0	1	0	d
03 SUPPLY SGT	76Y	E7	1	0	1	0	1	0	1	0	d
04 SUPPLY SPEC	76Y	E5	1	0	1	0	1	0	1	0	d
05 UN T CLERK	75B	E5	2	0	1	0	1	0	1	0	d
06 CLERK-TYPIST	71L	E4	7	0	7	0	7	0	7	0	d
PARA TOTAL											
GUIDE TOTAL			178	69	193	76	225	91	250	100	

NOTES/REMARKS:

a. Additional Clerk-Typists will be authorized based upon the following formula:

$$a = \frac{X-Y}{6} - Y$$

a= Number of additional Clerk-Typists (discard a negative value).

X= Full time REDMOB TDA authorizations.

Y= Number of full time Secretary-Steno/Steno/Clerk-Typists shown in staffing guide (not counting remarks).

b. See footnotes to Tables 554-53, 554-54, 554-64 and 554-65 in DA PAM 570-554.

c. An additional clerk-typist is authorized for each 6 staff officers above a total of 6.

d. Requirements not supported by authorizations (AUTH) indicate an RC paid drill space. Authorization will be carried on an appropriate REDMOB RC augmentation TDA. Incumbents will conduct IDT/AT as directed by the REDMOB Cdr.

e. AC Officer/Enlisted Aide assignments are governed by ARs 614-16, 611-101 and 611-201. Listings of these spaces in this guide does not constitute authority to fill these spaces in contravention of ARs.

f. Position to be filled by RC military on Stat Tour or EADT.

g. Position may be filled by a qualified Dual-Status USAR technician. In this case, the position will be carried on the appropriate USART Technician Group TDA.

h. Position may be filled by an appropriately classified DAC.

i. To be filled when fully justified by Schedule X.

XA. Remark d applies. ARNG/USAR by level 1, 2, 3, or 4 as follows (1/1, 1/2, 1/2, 2/2).

XB. Remark d applies. ARNG/USAR breakdown (1/1, 1/2, 1/2, 2/2).

XC. Remark d applies. ARNG/USAR breakdown (1/1, 1/2, 1/2, 2/2).

XD. Remark d applies. ARNG/USAR breakdown (0/1, 0/1, 1/1, 1/1).

MANPOWER REQUIREMENTS FOR EACH REDMOB HQ

1. The development of the REDMOB STAFFING Guide is explained in the basic text.
2. A theoretical strength requirement for each REDMOB may be developed from the Staffing Guide paragraph totals plus Training Div requirements developed from the ARR Staffing Guide Tables plus the appropriate admin/clerical add-ons. This results in the following breakout.

	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	TOI
FULL TIME	132	117	101	124	132	119	101	94	86	95	85	1186
RC PDS	160	142	124	145	160	142	124	122	113	122	113	1467
TOTAL	292	259	225	269	292	261	225	216	199	217	198	2653

3. Sufficient flexibility is built into the REDMOB Staffing Guide to allow manipulation of the military - civilian split. Since total REDMOB requirements are less than eliminations from other activities, the development of individual REDMOB category breakouts should attempt to use all civilian (DAC/TECHNICIAN) spaces eliminated elsewhere so that maximum military spaces should be:

62.1% Officer - 1.96% Warrant - 35.94% Enlisted
 444/715 = 62.1%, 14/715 = 1.96%, 257/715 = 35.94%

These percentages reflect the ratios among the military spaces eliminated elsewhere.

4. The resulting REDMOB category breakouts are shown on the following spread sheet
5. Using these breakout guidelines and the Staffing Guide, a complete divisional breakout for REDMOB I was developed.

	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>AGG</u>	<u>DAC</u>	<u>USAR TECH</u>	<u>TOTAL</u>
REDMOB I							
ARNG FULL TIME	1			1			1
USAR FULL TIME	4			4			4
ACTIVE COMPONENT	43	1	27	71	13	43	127
TOTAL FULL TIME	(48)	(1)	(27)	(76)	(13)	(43)	(132)
ARNG PDS	13		2	15			15
USAR PDS	54	5	86	145			145
TOTAL PDS	(67)	(5)	(88)	(160)			(160)
NET	115	6	115	236	13	43	292
REDMOB II							
TOTAL FULL TIME	42	1	24	67	12	38	117
RC PDS	60	4	78	142			142
NET	102	5	102	209	12	38	259
REDMOB III							
TOTAL FULL TIME	37	1	21	59	10	32	101
RC PDS	52	4	68	124			124
NET	89	5	89	183	10	32	225
REDMOB IV							
TOTAL FULL TIME	44	1	27	72	12	40	124
RC PDS	61	4	80	145			145
NET	105	5	107	217	12	40	269
REDMOB V							
TOTAL FULL TIME	48	1	27	76	13	43	132
RC PDS	67	5	88	160			160
NET	115	6	115	236	13	43	292
REDMOB VI							
TOTAL FULL TIME	43	1	24	68	12	39	119
RC PDS	60	4	78	142			142
NET	103	5	102	210	12	39	261

	OFF	WO	ENL	AGG	DAC	USAR TECH	TOTAL
REDMOB VII							
TOTAL FULL TIME	37	1	21	59	10	32	101
RC PDS	52	4	68	124			124
NET	89	5	89	183	10	32	225
REDMOB VIII							
TOTAL FULL TIME	34	1	20	55	9	30	94
RC PDS	51	4	67	122			122
NET	85	5	87	177	9	30	216
REDMOB IX							
TOTAL FULL TIME	30	1	18	49	9	28	86
RC PDS	48	3	62	113			113
NET	78	4	80	162	9	28	199
REDMOB X							
TOTAL FULL TIME	34	1	19	54	10	31	95
RC PDS	51	4	67	122			122
NET	85	5	86	176	10	31	217
REDMOB XI							
TOTAL FULL TIME	30	1	17	48	9	28	85
RC PDS	48	3	62	113			113
NET	78	4	79	161	9	28	198
TOTAL ALTERNATIVE							
ARNG FULL TIME	11			11			11
USAR FULL TIME	44			44			44
ACTIVE COMPONENT	372	11	245	628	119	384	1131
TOTAL FULL TIME	(427)	(11)	(245)	(683)	(119)	(384)	(1186)
ARNG PDS	143		22	165			165
USAR PDS	474	44	784	1302			1302
TOTAL PDS	(617)	(44)	(806)	(1467)			(1467)
NET	1044	55	1051	2150	119	384	2653

REDMOB I EXAMPLE

	OFF 7	WO 6	ENL 6	AGG 13	DAC 2	TECH	TOTAL 15
COMMAND GROUP							
ARNG PDS	(2)		(2)	(4)			
USAR PDS	(2)		(2)	(4)			
TOTAL PDS	(4)		(4)	(8)			
FULL TIME TOTAL	(3)		(2)	(5)	(2)		(7)
ARNG (STAT TOUR)	-		-	-			
USAR (STAT TOUR)	-		-	-			
ACTIVE COMPONENT	(3)		(2)	(5)	(2)		(7)
OFFICE, COFS	3		2	5	1		6
USAR PDS	(2)		(2)	(4)			(4)
FT-TOTAL (AC)	(1)			(1)	(1)		(2)
ADMIN OFFICE	1	1	8	6	1	4	15
FT-TOTAL (AC)	(1)	(1)	(4)	(6)	(1)	(4)	(11)
USAR PDS			(4)				
OFFICE, DCSPA	3		1		1	1	6
USAR PDS	(2)		(1)				(3)
FT-TOTAL (AC)	(1)				(1)	(1)	(3)
ADMIN SVCS DIV	9		5	14	1	2	17
USAR PDS	(7)		(5)	(12)			(12)
FT-TOTAL	(2)			(2)	(1)	(2)	(5)
USAR STAT	(2)			(2)			(2)
AC					(1)	(2)	(3)
PERS MGMT DIV	4	2	14	21	1	2	24
USAR PDS	(3)	(2)	(7)	(12)			(12)
FT-TOTAL	(2)		(7)	(9)	(1)	(2)	(12)
USAR STAT	(1)			(1)			(1)
AC	(1)		(7)	(8)	(1)	(2)	(11)

	OFF	WO	ENL	AGG	DAC	TECH	TOTAL
OFFICE, DCSTOI	3		1	4			5
PT-TOTAL	(3)		(1)	(4)	(1)		(5)
ARNG STAT	(1)			(1)			(1)
USAR STAT	(1)			(1)			(1)
AC	(1)		(1)	(2)	(1)		(3)
TRAINING DIV	1				1		2
PT-TOTAL (AC)	(1)				(1)		(2)
TNG MGMT DEV BR	11		3	14	1	2	17
ARNG PDS	(3)			(3)			(3)
USAR PDS	(5)		(3)	(8)			(8)
TOTAL PDS	(8)		(3)	(11)			(11)
FULL TIME TOTAL(AC)	(3)			(3)	(1)	(2)	(6)
COMBAT/CMBT SPT BR	10		2	12	2	3	17
ARNG PDS	(2)			(2)			(2)
USAR PDS	(2)		(2)	(4)			(4)
TOTAL PDS	(4)		(2)	(6)			(6)
FULL TIME TOTAL(AC)	(6)			(6)	(2)	(3)	(11)
COMBAT SVC SPT BR	10		2	12	2	3	17
ARNG PDS	(2)			(2)			(2)
USAR PDS	(2)		(2)	(4)			(4)
TOTAL PDS	(4)		(2)	(6)			(6)
FULL TIME TOTAL (AC)	(6)			(6)	(2)	(3)	(11)
PLANS DIV	15		2	17	2	4	23
ARNG PDS	(4)			(4)			(4)
USAR PDS	(5)		(1)	(6)			(6)
TOTAL PDS	(9)		(1)	(10)			(10)
FULL TIME TOTAL(AC)	(6)		(1)	(7)	(2)	(4)	(13)

	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>AGG</u>	<u>DAC</u>	<u>USAR TECH</u>	<u>TOTAL</u>
OPS/INTEL DIV	12		9	21	2	4	27
ARNG PDS							
USAR PDS	(8)		(6)	(14)			(14)
TOTAL PDS	(8)		(6)	(14)			(14)
FULL TIME TOTAL	(5)		(4)	(9)	(2)	(4)	(15)
USAR STAT	(1)			(1)			(1)
AC	(4)		(4)	(8)	(2)	(4)	(14)
OFFICE, DCSLOG	2		1	3	1	1	5
USAR PDS	(1)		(1)	(2)			(2)
FULL TIME TOTAL (AC)	(1)			(1)	(1)	(1)	(3)
SUPPLY & SVCS DIV	4	1	14	19	1	2	22
USAR PDS	(3)		(13)	(16)			(16)
FULL TIME TOTAL (AC)	(1)	(1)	(1)	(3)	(1)	(2)	(6)
MAINT DIV	3	1	3	7		1	8
USAR PDS	(2)	(1)	(3)	(6)			(6)
FULL TIME TOTAL	(1)			(1)			(1)
USAR STAT	(1)			(1)		(1)	(1)
AC							
ENGINEER DIV	2		1	3			3
USAR PDS	(2)		(1)	3			3
FULL TIME (USAR STAT)							
TRANSPORTATION DIV	5		4	9		1	10
USAR PDS	(4)		(4)	(8)			(8)
FULL TIME (AC)	(1)			(1)		(1)	(2)
OFFICE, DCSRM	4		6	10	1	1	12
USAR PDS	(3)		(6)	(9)			(9)
FULL TIME (AC)	(1)			(1)	(1)	(1)	(3)
PROGRAM/BUDGET DIV	9		6	15	1	3	19
USAR PDS	(5)		(5)	(10)			(10)
FULL TIME (AC)	(4)		(1)	(5)	(1)	(3)	(9)

	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>AGG</u>	<u>DAC</u>	<u>USAR TECH</u>	<u>TOTAL</u>
MGMT/MANPOWER DIV							
USAR PDS	5		2	7		1	8
FULL TIME (AC)	(5)		(2)	(7)		(1)	(7)
							(1)
OFFICE, CHAPLAIN	2		1	3			3
USAR PDS	(1)			(1)			(1)
FULL TIME (AC)	(1)		(1)	(2)			(2)
OFFICE, IG							
USAR PDS	5		3	8			8
OFFICE, PA	3		4	7			7
USAR PDS	(2)		(3)	(5)			(5)
FULL TIME (AC)	(1)		(1)	(2)			(2)
OFFICE, SJA (PDS)	2		2	4			4
OFFICE, SURGEON (PDS)	3		2	5			5
HQ COMMANDANT (PDS)	1		6	7			7
TOTAL	139	5	110	254	21	35	310
ARNG PDS	(13)		(2)	(15)			(15)
USAR PDS	(77)	(3)	(85)	(165)			(165)
TOTAL PDS	(90)	(3)	(87)	(180)			(180)
FULL TIME TOTAL	(49)	(2)	(23)	(74)	(21)	(35)	(130)
ARNG STAT TOUR	(1)			(1)			(1)
USAR STAT TOUR	(4)			(4)			(4)
ACTIVE COMPONENT	(44)	(2)	(23)	(69)	(21)	(35)	(125)

Mobilization Planner Assignment by Installation

	<u>Number Allocated</u>
1. Health Services Command	
Fitzsimons AMC	0
Walter Reed AMC	1
2. Army Communications Command	
Ft Huachuca	1
3. Army Materiel Development & Readiness Command	
Aberdeen Proving Ground	1
Ft Monmouth	1
Redstone Arsenal	1
Tobyhanna Army Depot	0
4. Training and Doctrine Command	
Ft Benning	2
Ft Bliss	2
Ft Belvoir	1
Ft Chaffee	1
Ft Dix	2
Ft Eustis	1 Responsible
Ft Gordon	2 for Ft Story
Ft Harrison	2
Ft Hill	1
Ft Jackson	2
Ft Knox	2
Ft Leonard Wood	2
Ft Lee	2
Ft McClellan	1
Ft Pickett	1
Ft Rucker	1
Ft Sill	2
5. Forces Command	
Ft Bragg	2
Ft Campbell	2
Ft Carson	2 (Responsible Camp Edwards)
Ft Hood	2
Ft Drum	2

Ft Indiantown Gap	2	
Ft Lewis	2	
Ft McCoy	2	
Ft Meade	1	
Ft Ord	3	Responsible Camp Roberts/Ft Irwin
Ft Polk	3	Responsible for Camp Shelby
Ft Riley	2	
Ft Sheridan	2	Responsible for Camp Ripley/ Grayling
Ft Steward	2	
Presidio of San Francisco	1	
TOTAL REQUIRED		64

DRC CHANGES

	Current Authorization					Reduction*	
	OFF	ENL	CIV	TOTAL	MIL	CIV	Net Total
Ft Belvoir, VA	1	2	4	7			7
Ft Ben Harrison, IN	1	2	2	5			5
Ft Bliss, TX	1	3	2	6	-1		5
Ft Bragg, NC	2	4	8	14	-4	-6	4
Ft Carson, CO	3	5	8	16	-6	-6	4
Ft Benning, GA	1	3	2	6			6
Ft Campbell, KY	2	6	4	12	-6	-2	4
Ft Devens, MA		1	4	5	+1	-2	4
Ft Dix, NJ	2	6	8	16	-5	-2	9
Ft Eustis, VA			8	8	+1	-1	8
Ft Hood, TX	3	2	5	10	-3	-3	4
Ft Jackson, SC	1	2	2	5			5
Ft Knox, KY	2	2	6	10	-1		9
Ft Lee, VA	1	1	4	6			6
Ft Leonard Wood, MO	2	3	4	9			9
Ft McClellan, AL	1	2	3	6			6
Ft Lewis, WA	1	4	6	11	-3	-3	4
Ft Meade, MD	2	2	9	13	-1	-4	8
Ft Ord, CA	4	6	11	21	-7	-5	9
Ft Polk, LA			6	6	+1		7
Ft Riley, KS	1	2	3	6			6
Ft Sam Houston, TX	1	1	7	9			9
Ft Sheridan, IL	2	2	4	8	-1		7
Ft Sill, OK	2	2	3	7	-1		6
Ft Stewart, GA	1	1	6	8		-1	7
Presidio, SF	1	2	7	10		-1	9
TOTAL	38	66	136	240	-36	-37	167

*Reduction Rationale.

1. Minimum DRC staffing is 1 OFF, 1 EM, and 2 CIV. (This requires adding 1 OFF to Devens, Eustis and Polk.)
2. Maximum DRC staffing is 9.
3. Only minimum staffing at DRC collocated with REDMOB.

Comparison of ARCOM & REDMOB

Locations

<u>ARCOM</u>	<u>ARCOM LOCATION</u>	<u>NEAREST REDMOB</u>
77th	Flushing, NY	Ft Indiantown Gap
79th	Willow Grove, PA	Ft Indiantown Gap
81st	Atlanta, GA	Ft Stewart
94th	Boston, MA	Ft Devens
97th	Ft Meade, MD	Ft Indiantown Gap
99th	Oakdale, PA	Ft Indiantown Gap
120th	Ft Jackson, SC	Ft Bragg
121st	Birmingham, AL	Ft Campbell
83d	Columbus, OH	Ft Campbell
86th	Arlington Hts, IL	Ft McCoy
88th	Ft Snelling, MN	Ft McCoy
90th	San Antonio, TX	Ft Hood
102d	St Louis, MO	Ft McCoy
122d	Little Rock, AR	Ft Hood
123d	Indianapolis, IN	Ft Campbell
63d	Los Angeles, CA	PSF
89th	Wichita, KS	Ft Riley
96th	Ft Douglas, UT	Ft Carson
124th	Ft Lawton, WA	Ft Lewis

NON-DEPLOYING
RC UNITS
OPCON (POTENTIAL)
TO OTHER MACOMS

HSC

<u>Unit</u>	<u>Unit</u>	<u>Unit</u>	<u>Unit</u>
US Army <u>Hosp (100B)</u>	US Army <u>Hosp (Aug)</u> <u>(300B)</u>	US Army <u>Hosp (Aug)</u> <u>(1000B)</u>	US Army <u>Den Svc Det</u> <u>(65-Man)</u>
135	3271	4005	1204
147		4010	3346
1207	US Army	5502	
2289	<u>Hosp (Aug)</u> <u>(300B)</u>	US Army	US Army
3343		<u>Den Svc Det</u> <u>(16-Man)</u>	<u>Den Svc Det</u> <u>(82-Man)</u>
US Army	3273		
<u>Hosp (300B)</u>	3344	1205	6355
		1206	
5503	US Army	3342	US Army
	<u>Hosp (Aug)</u> <u>(500B)</u>	5505	<u>Den Svc Det</u> <u>(123-Man)</u>
US Army			
<u>Hosp (500B)</u>	6250	US Army	3299
		<u>Den Svc Det</u> <u>(21-Man)</u>	
5010	US Army		US Army
	<u>Hosp (Aug)</u> <u>(750B)</u>	5504	<u>Med TC</u>
US Army		5507	
<u>Hosp (750B)</u>	1208	6254	3457
6252			
US Army	US Army	US Army	
<u>Hosp (1000B)</u>	<u>Hosp (Aug)</u> <u>(750B)</u>	<u>Den Svc Det</u> <u>(31-Man)</u>	
2290	3270	3295	
	6251	2287	
US Army		2288	
<u>Hosp (1000B)</u>	US Army	US Army	
	<u>Hosp (Aug)</u> <u>(1000B)</u>	<u>Den Svc Det</u> <u>(48-Man)</u>	
2291			
3297	1225	3298	
5501	3274	4005	
6253	3345	5506	

TRADOC

Training Divisions

70th 91st
76th 95th
78th 98th
80th 100th
84th 104th
85th 108th

Reception Stations

3398th 3358th
4074th 2053rd
5089th 6218th
3396th 6219th
1018th 4073rd
5091st

Training Brigades

8830th MP Bde (AIT)
5th AR Bde (AIT)

USAR Schools

4151 USAR Sch - TX
4152 USAR Sch - LA
4153 USAR Sch - NM
4154 USAR Sch - AR
4155 USAR Sch - OK
4156 USAR Sch - OK
4157 USAR Sch - LA
4158 USAR Sch - LA
4159 USAR Sch - TX
4160 USAR Sch - IN
4161 USAR Sch - TX
4162 USAR Sch - TX
4164 USAR Sch - TX
4166 USAR Sch - TX
4960 USAR Sch - HI
5030 USAR Sch - IN
5032 USAR Sch - MI
5033 USAR Sch - MI
5034 USAR Sch - IL
5035 USAR Sch - IL
5038 USAR Sch - MO
5039 USAR Sch - MO
5040 USAR Sch - IA
5041 USAR Sch - IA
5042 USAR Sch - MN
5043 USAR Sch - SD
5045 USAR Sch - WI
5046 USAR Sch - CO
5047 USAR Sch - KS
5048 USAR Sch - KS

5049 USAR Sch - NE
6220 USAR Sch - CA
6222 USAR Sch - CA
6224 USAR Sch - AZ
6227 USAR Sch - CA
6228 USAR Sch - ID
6229 USAR Sch - WA
6232 USAR Sch - VT
6236 USAR Sch - WA
6237 USAR Sch - CA
6241 USAR Sch - WA
1031 USAR Sch - CT
1033 USAR Sch - ME
1034 USAR Sch - NH
1035 USAR Sch - VT
1036 USAR Sch - PA
1037 USAR Sch - MA
1049 USAR Sch - MA
1150 USAR Sch - NY
1151 USAR Sch - NY
1154 USAR Sch - NY
1155 USAR Sch - NJ
1157 USAR Sch - NY
1159 USAR Sch - NY
1163 USAR Sch - NY
2059 USAR Sch - PA
2070 USAR Sch - VA
2071 USAR Sch - MD
2072 USAR Sch - PA
2073 USAR Sch - PA

2074 USAR Sch - KY
2075 USAR Sch - OH
2076 USAR Sch - DE
2077 USAR Sch - OH
2078 USAR Sch - OH
2079 USAR Sch - VA
2085 USAR Sch - KY
2078 USAR Sch - OH
2090 USAR Sch - PA
2091 USAR Sch - PA
2093 USAR Sch - WV
2979 USAR Sch - VT
3283 USAR Sch - GA
3285 USAR Sch - NC
3286 USAR Sch - NC
3287 USAR Sch - SC
3288 USAR Sch - SC
3289 USAR Sch - SC
3290 USAR Sch - TN
3291 USAR Sch - TN
3292 USAR Sch - TN
3294 USAR Sch - GA
3385 USAR Sch - AL
3387 USAR Sch - FL
3388 USAR Sch - FL
3390 USAR Sch - MS
3391 USAR Sch - FL
3392 USAR Sch - AL

MTMC

1188 MILITARY OCEAN TERM UNIT (81st ARCOM)	1172 US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)
1175 US ARMY TRANSPORTATION TERMINAL UNIT A (79th ARCOM)	1192 US ARMY TRANSPORTATION TERMINAL UNIT B (122nd ARCOM)
1176 US ARMY TRANSPORTATION TERMINAL UNIT A (97th ARCOM)	1395 US ARMY TRANSPORTATION TERMINAL UNIT B (124th ARCOM)
1182 US ARMY TRANSPORTATION TERMINAL UNIT A (120th ARCOM)	1173 US ARMY TRANSIT CONTROL UNIT (94th ARCOM)
1169 US ARMY TRANSPORTATION TERMINAL UNIT A (94th ARCOM)	1185 US ARMY TRANSIT CONTROL UNIT (79th ARCOM)
1181 US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1190 US ARMY TRANSIT CONTROL UNIT (122nd ARCOM)
1184 US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1394 US ARMY TRANSIT CONTROL UNIT (63d ARCOM)
1191 US ARMY TRANSPORTATION (122nd ARCOM)	1397 US ARMY TRANSIT CONTROL UNIT (124th ARCOM)
1170 US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)	US ARMY PASSENGER LIAISON UNIT (120th ARCOM)
1174 US ARMY TRANSPORTATION TERMINAL UNIT B (77th ARCOM)	1179 DEPLOYMENT SUPPORT UNIT (77th ARCOM)
1186 US ARMY TRANSPORTATION TERMINAL UNIT B (81st ARCOM)	

DARCOM

4-Aviation Classification and Repair Activities
(A select number of these units may deploy)

A - Groton, CT

B - Gulfport, MS

C - Springfield, MO

D - Fresno, CA

4-10-4

DEPLOYABLE AND NON-DEPLOYABLE
RC UNITS
OPCOM (POTENTIAL)
TO OTHER MACOMS

USACC

936th AV DET ATC
88th AV DET ATC
223rd AV DET ATC
49th AV DET ATC
150th AV DET ATC
11th AV DET ATC
47th AV DET ATC
426th AV DET ATC
28th AV DET ATC
670th AV DET ATC
253rd AV HQC
29th AB HHD BN
232nd AV DET ATC
145th AV PIT ATC
2361st DET SIG CTR
2362nd DET SIG CTR
6201st RAD COM STA
6202nd RAD COM STA
6203rd RAD COM STA
6204th RAD COM STA
6205th RAD COM STA
6206th RAD COM STA
6207th RAD COM STA

4-10-5

CID

TOE

307th MP Det (CI)
315th MP Det (CI)
316th MP Det (CI)
321st MP Det (CI)
322d MP Det (CI)
323rd MP Det (CI)
347th MP Det (CI)
348th MP Det (CI)
366th MP Det (CI)
375th MP Det (CI)
378th MP Det (CI)
380th MP Det (CI)
383rd MP Det (CI)
399th MP Det (CI)
425th MP Det (CI)
430th MP Det (CI)
493rd MP Det (CI)
733rd MP Det (CI)
ARNG 121st MP Det (CI)
170th MP Det (CI)
1156th MP Det (CI)
4175th MP Det (CI)

4-10-6

INSCOM

TOE Deployable

308th MI DET
400th MI DET
401st MI DET
402nd MI DET
403rd MI DET
404th MI DET
405th MI DET
407th MI DET
408th MI DET
409th MI DET
411th MI DET
415th MI DET
416th MI DET
417th MI DET
419th MI DET
420th MI DET
421st MI DET
423rd MI DET
424th MI DET
425th MI DET
428th MI DET
432nd MI DET
433rd MI DET
434th MI DET
439th MI DET
440th MI DET
442nd MI DET
443rd MI DET
445th MI DET
446th MI DET
448th MI DET
449th MI DET
450th MI DET
453rd MI DET
454th MI DET
458th MI DET

462nd MI DET
468th MI DET
469th MI DET
470th MI DET
471th MI DET
474th MI DET
476th MI DET
477th MI DET
478th MI DET
479th MI DET
480th MI DET
481st MI DET
484th MI DET
486th MI DET
487th MI DET
488th MI DET
490th MI DET
698th MI DET
837th MI DET

MID (CI)

20th CI DET
226th CI DET
228th CI DET
283rd CI DET
337th CI DET
349th CI DET
372nd CI DET
826th MI Bn FLD Army
99th ASCO
197th AS Det
142nd MI CO
342nd ASCO

Summary
of
Command Relationships

The primary objective of the Army's command and control system during mobilization is to bring the mobilized RC deploying units, and deploying AC units, to levels of manning, equipment, POR/POM, and training necessary to deploy. In general, procedures for deploying AC units are satisfactory. Therefore, the changes to the current systems and procedures that follow address primarily the activities involving mobilized RC units.

a. Two fundamental changes are made at the HQDA level:

(1) HQDA, not FORSCOM, will control the planning for mobilization. Included in this control is a requirement for a comprehensive Army Mobilization Planning System (AMPS).

(2) HQDA will provide unequivocal guidance to installation commanders concerning priorities for redistribution and cross-leveling of assets.

b. Command and control responsibility for, and authority over units--AC, RC and mobilized RC--is clear-cut. Conditions for defining command relationships are clearly articulated with regard to responsibilities and authority, time and geography. Additionally, responsibilities and authority associated with the term "operational control" are specified.

(1) Corps commanders have responsibility and authority to control and supervise forces and to plan, direct and evaluate training for all units assigned or attached to the corps (except Alternative 3 which does not include the new AC corps).

(2) Installation commanders exercise command and control over units located on their installations. For certain units, such as those of "stovepipe" agencies (HSC, ACC, CIDC), the technique of "host-supported" agreements is appropriate.

(3) ARR HQ and ARCOM are eliminated, and REDMOB are activated in their place.

(4) Peacetime command of USAR units is accomplished in a

chain of command from CONUSA-to-REDMOB-to USAR units.

(5) Upon, and following mobilization, command and control of RC units is as follows:

(a) Mobilized ARNG units and STARC are attached to REDMOB. STARC controls the movement of ARNG units to mobilization stations.

(b) USAR units continue to be assigned to REDMOB. REDMOB-USAR chain of command controls the movement of USAR units to mobilization stations.

(c) ARNG and USAR units are attached to the mobilization station upon arrival; attachment includes the authority to transfer and promote personnel.

(6) The procedures outlined above place installation commanders clearly in command of units on their installations. The roles of the CONUSA, REDMOB and RG are:

(a) CONUSA and REDMOB provide FORSCOM the means for decentralization of responsibility during mobilization--a step that is definitely required. The relationship between REDMOB and installations is clearly articulated to eliminate the current confusion in the system. As was indicated above, personnel and logistical transactions are "two-player" operations--they involve installations and HQDA "operators." Funding matters are also "two-player" operations--they involve installations and MACOM; however, REDMOB are involved in an advisory capacity except for the installation commanded by the REDMOB. To provide the minimum command and control redundancy considered prudent to assure the Army's capability to conduct successful mobilization and deployment, certain modifications to the current system are required. REDMOB need to have the capability to perform an integrating and coordinating function for mobilization stations within their areas. It is possible, based on the experience of MOBEX 76 and MOBEX 78, that the vertical management systems--and the communications systems--will be overwhelmed by the volume of transactions during the early phases of mobilization. The REDMOB provides an "escape valve" for these systems. However, the REDMOB must have more information than is now available to the CONUSA if they are to be successful as escape valves. The technique which would provide the REDMOB a full-scale capability in this area is to include the REDMOB in the SAILS, SIDPERS and STANFINS MIS in peacetime and wartime. Not

only must ADPE and "software" be provided, but also peacetime manpower resources to build and maintain the data bases involved with the various MIS. An alternate solution--which is recommended at this time because it can be done quickly and with few resources--involves two steps.

-- HQDA "operators" provide "rollup" displays of installation asset status to HQ FORSCOM in peacetime. FORSCOM uses the rollup data to provide recommendations to HQDA (and its operators) for shifting of priorities and assets between installations. The rollups are also provided to CONUSA and REDMOB to hold for use as a "starting point" in the event of mobilization.

-- Upon mobilization, installations provide simple daily SITREPS to the REDMOB who in turn provide summary information to CONUSA--the SITREP would include data concerning on-hand, "over/short," status for major equipment, personnel and funds and projected training shortfalls for units. After the initial report, installations report changes only. The SITREP changes only. The SITREP should be designed by HQ FORSCOM (in conjunction with CONUSA, REDMOB and installations)--sufficient peacetime training exercises should be conducted to familiarize personnel with the SITREP procedures. If, and only when, the vertical management systems (SIDPERS, SAILS and STANFINS) are overwhelmed, the REDMOB and CONUSA can use the SITREP information to make decisions and recommendations. Until the vertical systems fail, however, the REDMOB and CONUSA relationships with installations are purely monitorship of readiness and SITREP data--this is done to prepare the REDMOB to exercise OPCON over installations for management of resources for deployment in the event that centralized management systems fail. When HQDA determines that centralized management of resources can no longer be accomplished, HQDA will notify the MACOM that CONUSA and REDMOB will temporarily assume OPCON of installations for redistribution of personnel, logistic and financial resources for purposes of meeting readiness for deployment of units. In the interests of simplicity and timeliness, CONUSA will inform HQ FORSCOM (with information copies provided to the affected installations) that "Unless otherwise directed, the following redistribution actions will be taken at (date-time-group). . ." To assist in this redistribution action, the CONUSA and REDMOB will position on-site representatives (liaison teams) at every mobilization station.

(b) During mobilization, each REDMOB (except REDMOB X at PSF) assumes command of the installation on which it is located.

Command of Ft Devens and FIG are assumed immediately on M-Day; command of the remaining installations is effective upon deployment of the major AC unit or earlier if approved by the FORSCOM commander. REDMOB continue to exercise area command responsibilities previously outlined.

(c) The RG will form teams (similar to CAMI/MART) to assist the installation commanders in preparing units for deployment. These teams will be attached to the installations.

c. While at mobilization stations, RG units must:

- (1) Complete required unit training.
- (2) Fill required equipment shortages.
- (3) Fill required personnel shortages.
- (4) Complete POR/POM.

d. Completion of required unit training.

(1) The following basic steps are involved in achieving predeployment training readiness for units. Also shown are the headquarters and/or organizations in the current structure that appear best qualified to accomplish each step..

(a) Determine training status--units, CAMI/MART and installation (DPT).

(b) Determine training program--units, CAMI/MART and installation (DPT).

(c) Determine, and coordinate, assistance required beyond capability of unit or installation--CAMI/MART, installation (DPT) and REDMOB.

(d) Conduct training--units, assisted by CAMI/MART and installation (DPT).

(e) Report status and progress for purposes of training management and deployment planning--units, assisted by CAMI/MART and installation (DPT).

(f) Certify training readiness for deployment--CONUSA (assisted by REDMOB, CAMI/MART and installation (DPT)).

(2) The following basic steps are involved in achieving predeployment equipment readiness for units. Also shown are headquarters and/or organizations in the current structure that appear best qualified to accomplish each step.

(a) Determine status of on-hand equipment--units, (assisted by CAMI/MART and installation (DIO)).

(b) Verify equipment requirements--units and installation (DIO).

(c) Repair and turn-in (job order) equipment--units and installations (DIO).

(d) Determine equipment shortages--units and installation (DIO).

(e) Issue available equipment--installation (DIO).

(f) Requisition equipment shortages--units and installations (DIO).

(g) Report status and progress for purposes of deployment planning--units and installation (DIO/DPT).

(h) Certify equipment readiness for deployment--CONUSA (assisted by REDMOB and installation (DIO)).

(3) The following basic steps are involved in achieving predeployment personnel readiness for units. Also shown are headquarters and/or organizations in the current structure that appear best qualified to accomplish each step.

(a) Update personnel inventory--units.

(b) Verify requirements--units and installation (MILPO).

(c) Reassign non-deployable personnel--installation (MILPO).

(d) Make grade/MOS substitutions--units and installation

(MILPO).

(e) Determine personnel shortages--units and installation (MILPO).

(f) Make intra-installation reassignments (cross-level)--installation (MILPO).

(g) Requisition personnel shortages--installation (MILPO).

(h) Report status and progress for deployment planning--units and installation (MILPO/DPCA/DPT).

(i) Certify personnel readiness for deployment--CONUSA (assisted by RFDMOB, CAMI/MART and installation (DPCA)).

(4) Preparation of replacements for overseas movement (POR) and unit preparation for overseas movement (POM) are generally "two-player" activities involving units and installations. The CONUSA and REDMOB will monitor accomplishment of POR/POM processing in order to assess overall progress toward readiness for deployment.

C-O-R-R-I-G-E-N-D-U-M

1. Space Requirements.

a. A space requirement of 1010 military spaces for the Corps Signal Brigade has been used throughout the analysis and evaluation of organizational alternatives.

b. During coordination of the draft report, FORSCOM proposed that this requirement could be reduced to 691 spaces. This proposal was staffed and agreed to by the ARSTAFF.

c. Although 691 is the recognized requirement, entries on the following pages have not been changed from 1010 to 691. This would be a relative change in each alternative that would not affect relative evaluation and ranking.

2. Dollar Costs. Dollar costs stated for each alternative represent a total systems cost (including military personnel salaries and full equipment procurement) for comparative purposes only. Actual impact on the Army Budget to implement a given alternative would be considerably less depending on manpower and equipment traffic established.

Chapter 5

ALTERNATIVE 4

1. Executive Summary.

a. Short Description. This alternative represents a wartime alignment which eliminates CONUSA and ARR; organizes five corps hqs with deployable and non-deployable elements; and assigns peacetime limited OPCON of selected non-deploying and late-deploying RC units to MACOM based on wartime mission.

b. Characteristics.

(1) HQDA. DA staff increased temporarily for mobilization planning.

(2) FORSCOM. No change.

(3) Other MACOM. Exercise limited OPCON of selected non-deploying and late-deploying RC units. Selected MACOM receive small increase in personnel to assume the OPCON functions.

(4) CONUSA. Eliminate.

(5) ARR. Eliminate.

(6) RG. Assign to corps.

(7) ARCOM. Assign to corps. Selected ARCOM assume command of designated installations on mobilization.

(8) Other MUSARC. Eliminate spaces devoted to the command and control of units which are not a part of the MUSARC's functional command. Training divisions, less MTC, are placed OPCON to TRADOC; other non-deploying or late-deploying RC units are under command of functional or area command with limited OPCON to MACOM based on wartime mission. Selected Tng Div assume command of designated installations on mobilization.

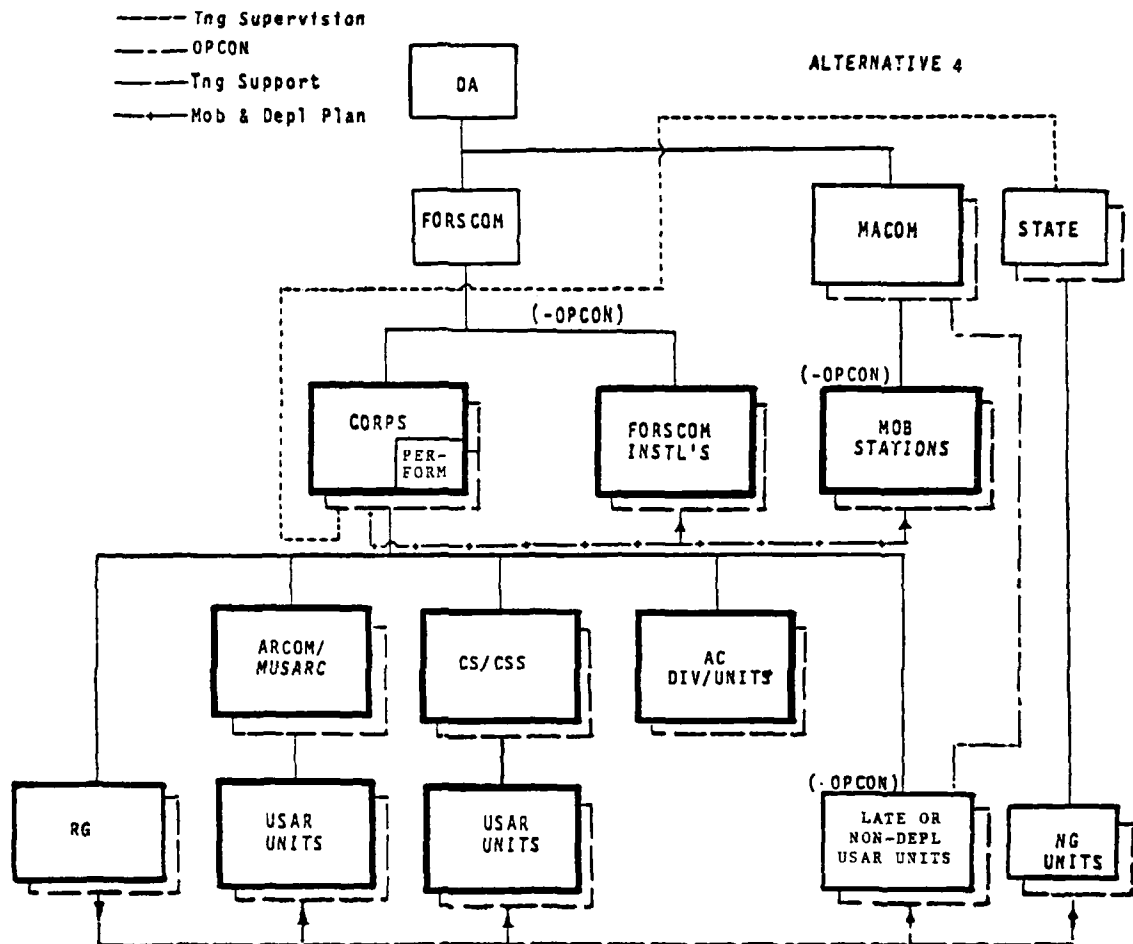
(9) Corps HQ. Organize five corps hqs with a deployable corps element and a non-deployable area-oriented element. Retain III and XVIII Corps and establish three additional corps hqs. Corps hqs will contain AC and RC personnel. Corps non-deployable commands AC

units, USAR units, and RG. Corps non-deployable area-oriented element assists in performance of former CONUSA and ARR functions. Corps has responsibility for review/concurrence of all installation mobilization plans from installations in the corps area. Corps will be provided in AC MG, DCG and RC BG (IDT status) in the non-deployable element. The non-deployable element is a TDA augmentation to the corps which ensures peacetime readiness for rapid mobilization (PERFORM) of RC units, on an area basis.

(10) CS and CSS. Two RC COSCOM in CONUS are identified to augment OCONUS (NATO) SUPCOM in the event of mobilization. They are under command of CONUS corps during peacetime. Corps subordinate units (RC) are under development by FORSCOM in the support unit improvement program (SUIP) and wartime mission/utilization program (WARMUP).

(11) Installations. Slight manpower increase for mobilization planning.

(12) Organization Diagram.



c. Resource Summary.

(1) Manpower*	AC	RC	CIV		
		FT	PDS	DAC	ART
Eliminate CONUSA	- 696	- 45		-792	
Eliminate ARR	- 339	- 15		- 97	
Eliminate Bn Advisors	- 161				
Reduce Install DRC	- 20			- 18	
MACOM staff increase		+ 8			
Install Mob Planners	+ 42			+ 22	
Add 3 corps HHC	+ 559	+118	+382		
Add 5 corps TDA	+ 700	+ 76		+885	
Add Sig Bde elements	+1010				
Increase BASOPS	+ 54				
NET CHANGE	+1149	+142	+382	0	
(Net impact w/o Signal)	+ 121	+142	+382	0	

* The above figures include a decrease of one AC general officer (MG) and an increase of five RC general officers (BG) in the PDS category.

(2) Costs.	(\$000)
Annual operating costs (Base Line)	146,828.7
Annual Operating costs (Alternative)	165,374.3
(Incremental Cost)	+18,545.6
Annual operating costs w/o Signal	153,712.1
One time implementation costs	71,309.7

d. COMPARISON.

ADVANTAGES

- o Reduces unnecessary layering by eliminating ARR and CONUSA.

- o Reduces FORSCOM span of control by attaching all AC divisions and brigades to corps headquarters.

- o Enhances integration of AC and RC at corps headquarters and by corps organization.

- o Improves mobilization and deployment planning and the ability to make the transition from peace to war by concentrating responsibility for guidance and approval at corps hqs.

- o Establishes functional training relationships through assignment of RC units to mobilization MACOM for limited OPCON during peacetime.

- o Reduces duplication between RG, ARR and CONUSA.

- o Clarifies command responsibilities as USAR units are in command structure of wartime organization.

- o Improves doctrinal supervision of training divisions and USAR schools through limited OPCON to TRADOC.

- o Enhances move toward centralized USAR personnel management.

- o Enhances readiness potential for RC through doctrinal (wartime) organization.

- o Centralizes readiness, mobilization and deployment planning under a tactical (doctrinal) headquarters while allowing decentralized execution.

- o Reduces number of non-deployable headquarters in the structure.

- o Provides for expansion from full to total mobilization.

- o Provides command environment for increased mutual support of RC-AC.

- o Provides valid, defined post-mobilization mission to all headquarters.

- o Provides additional assets for mobilization planning at HQDA and installation.

- o Provides required corps headquarters and enhances readiness of assigned units.

- o Provides a more effective use of AC command and control structure.

DISADVANTAGES

- o Increase corps area of interest to include both AC and RC units.

- o Creates reorganizational turbulence.

- o May cause a perceived degradation of USAR school support to units and individuals as TRADOC exercises OPCON.

- o Reduces dedicated AC support to RC as the CONUSA and ARR are replaced by corps headquarters with TDA augmentation.

- o Creates misconception by subordinate units that corps are deployable in pre-determined configuration.

- o Holds potential for diversion of AC assets to RC.

- o Requires additional resources to activate the corps HHC and required signal support.

2. Detailed Description.

a. Narrative.

This alternative alters the peacetime CONUS Army command and control structure from the present mixture of deployable (Corps) and non-deployable (CONUSA and ARR) headquarters to a wartime (deployable) structure, while retaining peacetime Reserve Component

management capability. The proposed reorganization is intended to enhance the capability of the Army, including the Active and Reserve Components, to transition from peacetime to war as a total, integrated force during the critical mobilization period. It is also intended to capitalize on, and to perpetuate, the improvements in the Reserve Component achieved as a result of the 1973 STEADFAST reorganization by retaining an area-oriented element (corps augmentation); by emphasizing RC within each corps; and through continued use of the RG for training advice and assistance to the RC.

b. Description of Changes.

(1) HQDA.

Fifteen AC and three DAC spaces will be provided on a temporary basis for centralized mobilization planning requirements (Incl 1).

(2) MACOM.

There are no organizational changes required within MACOM. Selected MACOM will assume limited operational control (OPCON) of specified RC units for mobilization planning, training supervision and evaluation. The limited OPCON relationship will exist between selected RC non-deploying or late deploying units and the MACOM to which they will be first assigned or attached upon mobilization. The MACOM are viewed as gaining commands in this alternative.

The limited OPCON relationship does not include responsibility for administration or logistics. For this reason, and based on the generally small number of units involved per MACOM, there is a small increase in MACOM staffing, proposed to be met by RC statutory-tour officers.

The principal gaining MACOM is TRADOC which assumes OPCON of the USAR Training Divisions, the USAR reception stations scheduled to co-locate with the training divisions upon mobilization, the separate training brigades, and USAR schools. RC units respond to OPCON based on their mobilization missions and mobilization stations. RC units will insure familiarity with actual mobilization station through biennial visits or exercises by key staff members. A detailed recapitulation of RC units and gaining MACOM is at Incl 2.

RC units with a limited OPCON relationship to MACOM other

than FORSCOM remain the command responsibility of FORSCOM command and control headquarters: major units (training divisions and similar separate GOCOM) under command of the Corps; other units under an ARCOM based on geographic area.

Major units which command units not part of their doctrinal organization (such as training divisions involved in PIRC in the present CONUSA-One area) will be relieved of that management responsibility and will be OPCON to gaining commands as "pure" units.

(3) CONUSA.

The present CONUSA are eliminated from the structure of the Army in CONUS. The CONUSA are peacetime oriented non-deployable, RC management headquarters. CONUSA missions after mobilization and deployment of their RC units are area oriented (land defense and other contingencies) and do not fully employ CONUSA headquarters assets unless the CONUS is under direct threat. The CONUSA may be required to form the nucleus of new corps or field Army headquarters. However, the present CONUSA organization does not provide for an easy transition to either of those organizations, while continuing post-mobilization missions.

(4) Corps.

Three new corps headquarters are added to the existing (III and XVIII Airborne) corps in the CONUS. The total of five CONUS corps is required for command and control of 17 divisions, 21 separate brigades, 5 armored cavalry regiments and their associated combat support in the CONUS structure. Five Corps is the optimum number for command and control when considering:

- (a) span of control.
- (b) geography of CONUS and geographic dispersion of units.
- (c) span of interest (the concern of the commander for both AC and RC units and for early-deploying versus late-deploying units).
- (d) post mobilization missions to be performed.
- (e) capability to transition from full to total mobi-

lization.

(f) economy of force: the matching of corps with the existing CONUS structure. Five major headquarters under FORSCOM perform the mission at present (Incl 3).

All five corps will be organized along doctrinal lines and each may be further tailored to meet specific contingencies. One of the added corps will be capable of early deployment. This requires activation of elements of a corps signal brigade if the Corps HHC is to be fully capable of participation in field exercises with its subordinate elements. The minimum signal requirements include elements of a corps signal brigade HHC, a Command Operation Battalion and a Radio Battalion. (See discussion at Incl 6.) The other two will be late-deploying corps organized, staffed and equipped as corps HHC, without complete tactical support elements.

All five CONUS corps will, within their capabilities be prepared to deploy as entities, but will be capable of deploying in selected increments. The combat service support elements (COSCOM) of the two late-deploying corps will be dedicated to augment the present OCONUS (NATO) SUPCOM in the event of mobilization. Upon deployment of these two COSCOM, the corps headquarters and any remaining subordinate units form the nucleus to reconstitute corps support elements for the transition from FULL to TOTAL mobilization. Organization of the corps headquarters during peacetime precludes the requirement for reorganization, fill of personnel and equipment and development of training programs during the mobilization period. This level of preparedness prior to a mobilization allows the commander and his staff to concentrate on mobilization and deployment execution.

Each corps is augmented by a TDA element to assist the corps in RC management on an area basis. The TDA element has pre-mobilization responsibility for peacetime readiness for rapid mobilization (PERFORM) of RC units. The size and composition of the TDA PERFORM element varies according to the ALO and corps staffing. If possible the TDA PERFORM element is collocated with the corps headquarters. The TDA PERFORM element is capable of continuing the mission of command and control of RC units on an area basis for mobilization and deployment upon deployment of the corps HHC. Upon deployment of the corps HHC the TDA PERFORM element is responsible for contingency missions (LSSF, land defense, MSCD, etc.) as directed by commander, FORSCOM. The PERFORM TDA includes a MG who serves as a corps DCG (Incl 7).

(5) Installations.

Installations remain the responsibility of appointed MACOM. Each corps commander is also the commander of the installation on which his headquarters is located. Installation commanders are responsible to forward mobilization plans through the corps in their area, for review and concurrence, to FORSCOM for approval. Corps units located on other than FORSCOM installations are supported by and are under the command of the installation commander (as in the Base Case). There is no change to the number and role of coordinating/supporting installations and mobilization stations. Installations receive additional manpower allocation for mobilization planning (Incl 8).

(6) ARCOM/MUSARC.

The organization of the subordinate elements of each corps is intended to coincide with the FORSCOM plan for Support Unit Improvement Program (SUIP) and Wartime Mission Utilization Program (WARMUP). As these concepts are developed to their fullest the ARCOM and MUSARC could be reduced.

Command and control of all USAR units normally (doctrinally) assigned or attached to a corps or subordinate unit will rest with the appropriate corps. Those USAR units which are normally (doctrinally) in echelons above corps (EAC) will be commanded by either an ARCOM or by the corps commander as required by the grade of the USAR unit commander. Until SUIP and WARMUP are defined, ARCOM/MUSARC will continue to function in the present manner. Whenever possible, non-organic units will be removed from these management headquarters and placed subordinate to their doctrinal parent headquarters.

(7) ARR.

The Army Readiness Regions are eliminated.

(8) Readiness Groups.

The Readiness Groups are retained. They are assigned to the corps responsible for the area in which they are located.

(9) GOCOM and units not listed above.

This alternative does not alter (activate, reorganize or

inactivate) units except as mentioned above.

(10) STARC.

No reorganization. No change to ARNG interface/support. With elimination of CONUSA and ARR, STARC are assigned to corps upon mobilization.

(11) Unit Advisors and Technicians.

This alternative eliminates all battalion-level advisors. There is no change in the technician structure.

c. Command Relationships and Responsibility for Area/Subordinate Elements.

(1) MACOM.

Selected MACOM assume limited OPCON of specified RC units for the purposes of mobilization planning, training supervision and evaluation when such MACOM are identified as a "gaining command" upon mobilization.

(2) Corps.

The two existing corps and three added corps headquarters command assigned/attached AC and USAR units. The five corps assume responsibility for mobilization and deployment planning, training supervision and evaluation of ARNG units in the corps area. The corps commanders are responsible for readiness and mobilization planning of all assigned/attached AC and USAR units and for ARNG units in their area, including RC units OPCON to other MACOM for training supervision and training evaluation. Mobilization and deployment planning is conducted through the Adjutants General for ARNG units and through other MACOM for OPCON units. The corps review and approve major subordinate command (USAR) and ARNG (state) major command mobilization plans. Mobilization plans of OPCON units will be forwarded through gaining MACOM for review and concurrence to corps for approval.

Upon mobilization the corps will command all AC units and all mobilized RC units assigned within their geographic area except units transferred to other MACOM. Command includes those FORSCOM units which are tenants or which mobilize on other than FORSCOM

installations.

The preferred option locates corps with TDA PERFORM elements at five CONUS locations (Incl 9):

(a) Ft Meade, MD.

This corps includes 0 AC major subordinate units, 10 ARNG major subordinate units, and 6 USAR major subordinate units. RC unit density includes 418 ARNG units with 105.9K unit members, and 483 USAR units with 77.5K members.

(b) Ft Sheridan, IL.

This corps includes 1 AC division, 1 AC brigade, 9 major ARNG units and 6 major USAR units. RC unit density includes 477 ARNG units with 103.3K members, and 510 USAR units with 71.5K members.

(c) Ft Bragg, NC.

The XVIII Abn Corps includes 3 AC divisions and 2 AC brigades, and 1 AC COSCOM and 1 AC brigade equivalent (support group); 9 ARNG major subordinate units; 1 USAR major subordinate unit; 356 ARNG units with 72.7K members, and 299 USAR units with 35K members.

(d) Ft Hood, TX.

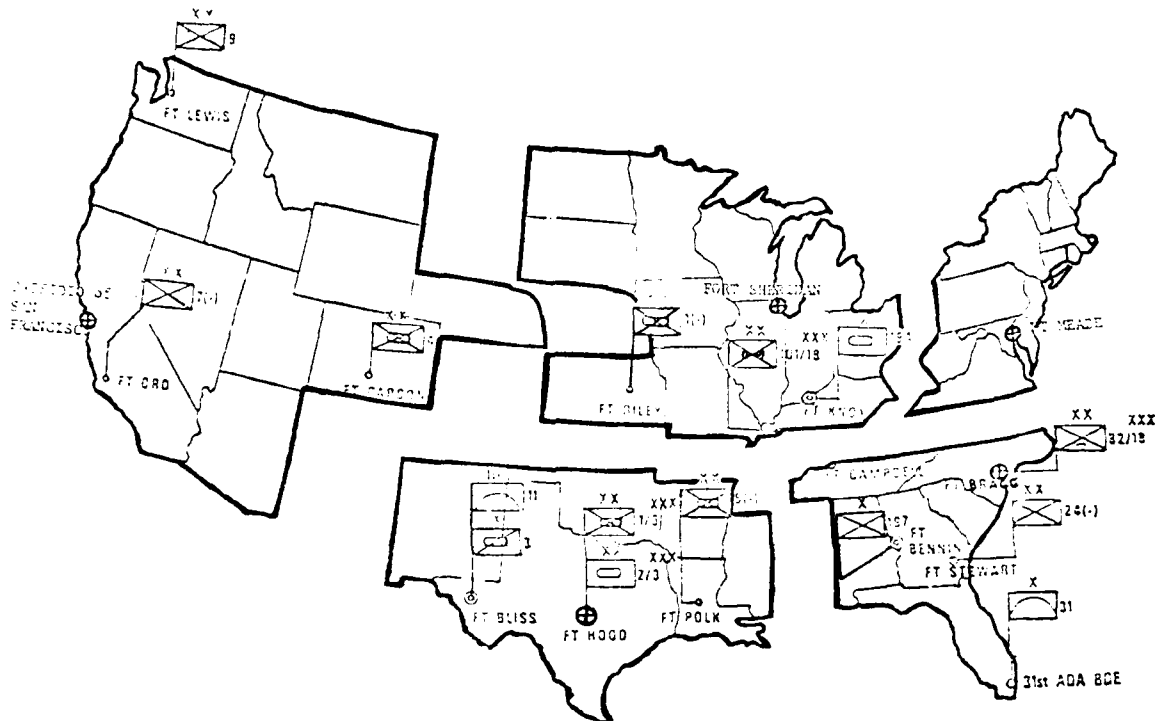
The III Corps includes 3 AC divisions and 1 COSCOM, 4 brigade/equivalent AC units, 3 USAR major subordinate units, 8 ARNG major subordinate units, 261 ARNG units with 62.9K members, and 228 USAR units with 29.1K members.

(e) Presidio of San Francisco, CA.

This corps includes 3 AC divisions and 1 AC brigade-size unit (corps support group), 8 ARNG major subordinate units, 3 USAR major subordinate units, a total of 295 ARNG units with 58.7K members, and 267 USAR units with 35.6K members.

Figure 5-1

Corps Areas with Major AC Units.



(3) Installations.

The relationship which previously existed between the installations and the CONUSA is transferred to the corps. Installations (less HSC) forward mobilization plans through corps in their geographic area for review and concurrence to FORSCOM for approval. Upon mobilization the corps is responsible for post mobilization training and certification of RC and AC units for deployment by FORSCOM from mobilization stations.

(4) ARCOM/MUSARC.

Assigned/attached to corps. Selected MUSARC (e.g., Training Divisions) are OPCON to MACOM other than FORSCOM for mobilization planning, training supervision and evaluation. Command assigned/attached subordinate units on a functional (MUSARC) or area (ARCOM) basis. The corps boundaries shown in figure 5-1 above require some ARCOM reorganization. the 121st ARCOM, Birmingham, AL transfers responsibility for units in Mississippi to the 122d ARCOM, Little Rock, AR. The 96th ARCOM, Ft Douglas, HI transfers New Mexico units to the 90th ARCOM, Ft Sam Houston, TX and assumes command of Nebraska units from the 89th ARCOM, Wichita, KS. ARCOM assume command of designated mobilization stations on mobilization, on order.

(5) Readiness Groups.

Assigned to corps in geographic area in which they are assigned. RG Redstone drops Mississippi to RG Ft Sam Houston; RG Ft Riley drops Nebraska to RG Denver. Slight TDA changes may be required.

(6) GOCOM/Other Units.

Assigned/attached for command (USAR) or training supervision, evaluation and mobilization planning (ARNG) to Corps.

(7) STARC.

Upon mobilization each STARC is under the command of the corps which commands the geographic area in which the STARC is located.

(8) Advisors/Augmentees.

The command relationship which exists with the ARR under the present organization is transferred to the corps.

d. Functions.

(1) MACOM.

Selected MACOM with limited OPCON of specified RC units during pre-mobilization are responsible for review and concurrence of the mobilization plans of OPCON units. Concurrence is accomplished

in close coordination with the appropriate corps which retains approval authority.

MACOM are responsible for the training supervision and training evaluation of OPCON units.

(2) CONUSA.

Eliminated. Appropriate functions are assumed by the corps. Most of the personnel management and administration functions performed at the CONUSA are transferred to RCPAC. The following functional areas become the responsibility of RCPAC:

(a) Maintenance of all USAR officer career management files (CMF).

(b) Conduct of all USAR promotion boards (unit vacancy and mandatory) and selective retention boards.

(c) Appointment of all RC officers as Reserve Commissioned or Warrant officer of the Army thru the grade of O-6.

(d) Maintenance of retirement point records for all USAR members.

(e) Issuance of letters certifying individual entitlement to retired pay to USAFAC and eligibility for retired pay to the individual concerned.

(f) Collection and consolidation of all automated personnel management information on all USAR personnel as well as continued maintenance of the composite USAR data base and conversion to SIDPERS-USAR when it is fielded.

(3) Corps.

(a) Tactical Corps.

In addition to the functions (missions) stated in TOE 52-2H and functions assigned by commander FORSCOM, the corps is responsible for the training and evaluation of assigned/attached units (less USAR units OPCON for that purpose to other MACOM); readiness and readiness reporting of all assigned/attached units; mobilization planning and execution and deployment planning for all

assigned/attached units; and required liaison and coordination with TAG and USAR general officers and senior commanders. The corps commander commands all units in his area, upon mobilization, except units which transfer to other MACOM.

(b) Corps TDA PERFORM element.

1 Pre-mobilization missions and functions.

a Liaison and coordination with ARNG and USAR general officers and senior commanders, as directed.

b Advise RC units.

c Coordinate RC training assistance beyond the capability of the RG for all units in corps area.

d Evaluate readiness of RC units assigned/attached to corps and those with limited OPCON to other MACOM.

e Coordinate training of corps area RC units and assist other MACOM in training supervision of limited OPCON units.

f Evaluate RC training and maintenance of units assigned/attached to corps and assist other MACOM in evaluation of their limited OPCON units.

g Review and approve RC unit mobilization plans. Approve mobilization plans of units OPCON to other MACOM, in coordination with and with concurrence of appropriate MACOM.

h Supervise the RG in geographic area.

i Supervise the RC unit advisors in geographical area.

j Direct transfer of assets between installations in geographical area, in support of RC units as authorized by the FORSCOM and corps commanders.

2 Post-mobilization missions and functions.

a Assume command of corps geographical area and of units mobilized or which deploy subsequent to the corps departure, as

directed by the corps commander. This includes RC units on mobilization stations of other-than-FORSCOM MACOM, except those which transfer to other MACOM.

b Supervise execution of mobilization within assigned area.

c Certify RC units ready for deployment.

d OPCON of FORSCOM mobilization stations within assigned area, as directed.

e Command all mobilized STARC in area.

f Provide advice and assistance to mobilizing units.

g Perform contingency missions (ISSF, MSCD, etc.) as directed.

(4) ARCOM.

Assume command of designated mobilization stations, on order (Incl 8).

(5) STARC.

Upon mobilization be prepared to assist isolated USAR units in state during mobilization.

e. Staffing Concept.

(1) Organizational and Operational Concept.

(a) Each corps is comprised of two elements, a TOE/MTOE corps headquarters and headquarters company organized according to the TOE at a specified ALO and a TDA (PERFORM) element. the ALO in the case of the two corps which are comprised of primarily RC units is to be CADRE level for AC staff. That will be increased to the equivalent of ALO 3 with RC paid drill status personnel and to ALO 2 equivalent with RC active duty personnel (Stat tour/full-time). ALO in the case of the third additional corps will be ALO 3 AC personnel increased to ALO 2 equivalent using RC paid drill status personnel and to ALO 1 equivalent using RC active duty (stat tour/full-time)

personnel.

The TDA PERFORM element is organized based on the CONUSA staffing guide and is an augmentation to the corps MTOE. A corps DCG (AC-MG) becomes commander of the area oriented element and the installation on which located upon deployment of the corps. Each augmentation includes not less than five percent RC staffing (stat tour/full time).

(b) Each corps, with TDA PERFORM element, commands all FORSCOM AC and USAR units in geographic area; is responsible for mobilization planning, training supervision and evaluation of ARNG in area; and exercises command of the installation on which the headquarters is located. The corps receives guidance and direction from FORSCOM. The corps forms the link between mobilization stations - the mobilization focal point - and FORSCOM or other gaining MACOM regarding mobilization planning. The corps as augmented provides the capability for deployment of the HHC while retaining stability in the management of units which remain in the CONUS.

(2) Type of Staff.

The corps is organized along functional lines with a General Staff. The PERFORM TDA is organized with a directorate staff because of its management orientation.

(3) Rationale for Staffing.

(a) Organization. The basis for organizing the staff as noted in (2) above is that the corps is a completely deployable headquarters organized to perform in the combat theater, while the TDA PERFORM element is non-deployable and is organized to function along management lines, for which the directorate staff is better suited.

(b) Strength. The basis for the strength assigned to the corps headquarters is a combination of deployment-potential (early or late) and staffing required based on number of RC units in the corps area.

(5) Manpower Impact.

Each MACOM which becomes a gaining command for limited OPCON of RC units will receive a slight manpower increase in RC statutory tour officers, as follows: HSC-1, TRADOC-3, USACC-2, and INSCOM-2.

The two existing CONUS corps will be increased by a TDA PERFORM element, size as determined based on density of RC units in the corps area.

Three CONUSA headquarters and nine ARR are eliminated, with the manpower used to form three additional CONUS corps and five corps TDA PERFORM elements. Manpower levels of each added corps will be based on its status as an early or late-deploying corps. The PERFORM TDA will be staffed on the basis of RC units in the corps area. The corps will be basically AC but increased in increments to higher ALO-equivalent through integration of USAR and NG manpower. (See Inclosure 5 for MTOE and TDA discussion).

The potential for employment of one of the three added corps as an early-deploying corps will be based, in part, on the availability of elements of corps signal brigade necessary for field training with its subordinate combat units. Addition of the minimum required signal units (elements of HHC and two battalions) requires manpower increases for which trade-offs have not been fully identified.

Installations (mobilization stations) will receive slight manpower increases to improve dedicated mobilization planning capability.

Dedicated advisors to RC battalions will be eliminated and the manpower applied against other requirements (above).

F. Stationing.

(1) CONUSA.

CONUSA at Ft Meade, Ft Sam Houston and the Presidio of San Francisco are eliminated.

(2) Corps.

Corps (with PERFORM TDA) are added at Ft Meade and the Presidio of San Francisco (backfill for First and Sixth US Army): a TDA PERFORM element is added to the present corps at Ft Bragg (XVIII Abn Corps) and Ft Hood (III Corps): the TDA PERFORM element for III Corps is stationed at Ft Sam Houston to provide some backfill for Fifth US Army and because of limited space at Ft Hood: A corps with TDA PERFORM element is stationed at Ft Sheridan (new location).

g. Effects on Management Systems.

(1) Personnel Management and Administration.

USAR personnel management actions currently performed by the CONUSA will be centralized to the maximum extent possible at RCPAC. This is a logical progression step in the further implementation of OPMS-USAR which placed all USAR officers under this centralized management program effective 1 Oct 78. Functions to be centralized include unit vacancy promotion, selective retention boards, twenty year certification letters, appointment of officers, maintenance of career management files of USAR TPU officers, and personnel management and accounting ADP systems. Functions to be performed by the corps will include approving officer assignments, appointing and conducting appointment screening boards and elimination boards (show cause boards) and federal recognition boards for ARNG officers. Routine personnel actions that do not require HQDA approval will also be performed at the corps. Enlisted personnel management functions will remain at ARCOM or lower headquarters unless they require specific higher headquarters approval.

(2) Substitution of the corps with its TDA PERFORM element for the CONUSA and ARR does not change the CONUS logistics system for AC or RC units. The corps assumes responsibility for policy, supervision and inspections presently accomplished by the CONUSA. The corps also assumes the present CONUSA responsibility for area missions such as emergency highway traffic regulation (AR 55-80) and arranging state highway clearances for military convoys.

The potential improvement in logistic management lies in the potential for increased asset "visibility" by the corps vis-a-vis the CONUSA. This improved visibility comes from the corps responsibility for all unit readiness in the corps area and from the OPCON relationship between the corps and mobilization stations as regards mobilization planning and execution and deployment planning.

(3) There is no change to the financial management system in CONUS. Funds are distributed by FORSCOM to designated installations for support of RC units and personnel. Program guidance and budget review functions, previously the responsibility of CONUSA, are assumed by the corps. Corps provides installations and RC units with obligation targets for RC units. Corps reviews RC budget submissions from installation to FORSCOM.

(4) ADP support cost.

(a) ADP support cost was assessed for administrative management and reporting, and command and control.

(b) Administrative Management and Reporting. FORSCOM is currently developing a proposal for a CONUS Army MIS (CAMIS) which would provide ADP support to the CONUSA, ARR, RG, and MUSARC and RC units.

1 CAMIS is assumed to represent the ADP support requirement for RC management under FORSCOM.

2 CAMIS will provide modern mini-computers and terminal systems at the CONUSA, ARR, and MUSARC and will place terminals in the RG and units.

3 Establishment of five corps and disestablishing the CONUSA and ARR HQ will not affect prototype and extension costs of CAMIS or the overall annual cost of supplies and communications (circuits to terminals).

4 Under this alternative the corps HQ will require a mini-computer system similar to the CONUSA system. The table below shows the computers and monthly cost at headquarters affected by this alternative and the net monthly change in the cost of ADPE (lease and maintenance).

Table 5-1

Computers and Monthly Cost

<u>LEVEL</u>	<u>TYPE ADPE</u>	<u>MONTHLY COST (\$)</u>	<u>CURRENT NR. PLANNED</u>	<u>ALT 4 REQ</u>	<u>MONTHLY NET CHANGE</u>
CONUSA/ Corps	128CPO 200MB STOR	5.8K	3	5	+11.6K
ARR	64K CPU	1.2K	9	0	-10.8K
ARCOM	64K CPU	1.2K	19	19	0.00
NET MONTHLY CHANGE				.8K	
NET ANNUAL CHANGE				9.6K	

5 This cost is so small that it is essentially a "no change" in the total cost of CAMIS. Other costs associated with CAMIS will not change as a result of this alternative and total ADP support provided by the BASOPS DPIs will not change significantly. Therefore there is no additional (over base case) ADP cost for RC management.

(c) Command and Control (WWMCCS). The corps will be a primary headquarters in both planning and execution for mobilization. It, therefore, requires access to WWMCCS through the WES. Each corps will require a mini-computer similar to the current CONUSA terminals for planning and an additional KSR terminal for execution.

1 III Corps and XVIII Corps currently have or are programmed for sufficient KSR (and VIP) terminals to support themselves and co-located divisions. They need only a mini-computer (CONUSA-type) terminal for RC unit reporting and command and control.

2 The three new corps can use the mini-computer terminals currently employed by the three CONUSA. These corps may each require an additional KSR terminal for mobilization execution.

3 The table below summarizes the additional costs (increases from base case).

Table 5-2
Increased Costs

CORPS	POST	Terminal ADPE	Cost/ MO (\$)	Site Prep(\$)	Circuit \$ 1yr	Crypto (\$)
III	Hood	64K MINI	550	5K	10K	13K
XVIII	Bragg	64K Mini	550	5K	10K	13K
	Meade	KSR	100	—	10K	13K
	Presidio	KSR	100	—	10K	13K
	Sheridan	KSR	100	5K	10K	13K
		64K MINI	—	5K	—	—
TOTAL			1400	20K	50K	65K
Annual Cost			17K		50K	
One Time Cost				20K		65K

puter since the ARNG and VIABLE computers are required to have a compatible communication interface capability.

4 Secure site prepaid installation cost for WES terminals is estimated at \$5K per site. At installations which already have WES terminals, it is assumed one site will be shared and a second site will be required. At installations without a WES terminal, the corps will require two separate sites (one in plans, one in OPS/AOC). These costs are also shown in Table 5-2.

5 Each additional ADPE device shown in Table 5-2 will require a communications circuit except for work-stations. WES circuit costs are estimated at \$10K per year per circuit. Each circuit must also be secured at a one-time purchase cost of \$13K per terminal.

6 the WWMCCS/WES terminal support for this alternative will be approximately \$67K per year increase over base case for ADPE and circuits and approximately \$85K in investment (one-time) costs for secure sites and crypto equip.

(d) This alternative has several significant ADP related advantages which result from the concentration of RC management and command and control functions at active Army installations.

1 In the future the access to Project VIABLE ADP (BASOPS) support will encourage the development of Army Standard Application Systems for RC functions and will facilitate RC use of AC standard systems.

2 The CAMIS processing node at the corps can ultimately be transferred to the installation computer (VIABLE) if that is more cost-effective. Should a full mobilization then take place, the excess CAMIS processing capacity available as RC units convert to AC system becomes directly usable for BASOPS mobilization workload.

3 Training of WES terminal operators and maintenance of WES expertise will be enhanced by cooperation with other WES users at the same installations. The higher density of terminals at installations enhances COOP capabilities for WES.

4 The corps PERFORM element will be able to control and re-employ WES terminals uncovered by deploying corps and divisions in its area.

5 The corps could be provided future access to selected ARNG systems (at the USPFO) through the VIABLE/BASOPS com-

g. Resource Summary.

(1) Manpower.

RC														
Actions:	AC				FULL TIME				PAID DRILL				CIV	
Decreases	OFF*	WO	ENL	TOT	OFF*	WO	ENL	TOT	OFF*	WO	ENL	TOT	DAC	ART
CONUSA	410	6	280	696	45			45						-792
ARR	212	14	113	339	15			15						-97
BN ADVIS	81			80	161									
INSTAL DRC	8			12	20									-18
Sub-Total	711	20	485	1216	60			60						907
Increases														
MACOM					8			8						
INSTAL MOB	42			42										22
CORPS HHC	235	9	315	559	42			76	118	155	6	221	382	
CORPS TDA	401	14	285	700	48			28	76					885
SIG BDE	74	35	901	1010										
BASOPS				54	54									
Sub-Total	752	58	1555	2365	98			104	202	155	6	221	382	
Net Impact	+41	+38	+1070	+1149	+38			+104	+142	+155	+6	+221	+382	NC

*Includes the following General Officer changes:

Action:	AC	USAR		ARNG	
		FT	PDS	FT	PDS
Eliminate CONUSA	-3LTG, 3BG				
Eliminate ARR	-9 MG				
Add 3 Corps HHC	+3LTG, 3MG and 3BG				
Add 5 Corps TDA	+5MG		+3BG		+2BG
Net Impact	-1MG		+3BG		+2BG

(2) Costs.

(a) Estimated Annual Operating Costs.

		\$000			
	MIL PERS COST	CIV PERS COST	OTHER O&M	TOTAL COST	
Current Annual Cost	94501.3	32490.2	19837.2	146828.7	
Inactivate CONUSA	-19526.1	-13169.1	-4603.7	-37298.9	
(USAONE)	(-7605.9)	(-5018.8)	(-1817.7)	(-14442.4)	
(USAFIVE)	(-6226.6)	(-4262.9)	(-1402.2)	(-11891.7)	
(USASIX)	(-5693.6)	(-3887.4)	(-1383.8)	(-10964.8)	
Inactivate ARR HQS	-9491.5	-1649.6	-1209.8	-12350.9	
Eliminate BN					
Level Advisors	- 3675.5		- 409.8	- 4085.3	
Reduce DRC	- 374.6	- 300.1	- 99.0	- 773.7	
Subtotal	-33067.7	-15118.8	-6322.3	-54508.8	
Activate ALO 3	+ 7051.4		+ 519.4	+ 7570.8	
CORPS HHC					
Activate TWO	+ 7356.4		+ 451.6	+ 7808.0	
Cadre CORPS HHC					
Activate FIVE Corps	+20978.2	+15214.9	+5053.7	+41246.8	
PERFORM TDA					
Activate Corps Sig	+10634.7		+2649.0	+13283.7	
Bde (-)					
Training OPCON	+ 216.7		+ 24.0	+ 240.7	
MOB Planners	+ 936.8	+ 505.5	+ 166.8	+ 2609.1	
Increase BASOPS	+ 710.7		+ 584.6	+ 1295.3	
Subtotal	+47884.9	+15720.4	+9449.1	+73054.4	
Net Change	+14817.2	+ 601.6	+3126.8	+18545.6	
Alternative Annual Operating Costs	109318.5	33091.8	22964.0	165374.3	

(b) One-Time Costs.	<u>\$000</u>
1. Military Personnel Movement	2530.4
2. Civilian Personnel Movement	714.5
3. Civilian Personnel Separation	493.8
4. Investment and Operations	55301.0
5. ADP	170.0
Total	59209.7

h. Comparisons.

(1) Advantages.

(a) Maximizes the peacetime organization along wartime lines. It places all possible deployable AC and USAR units into their normal "type" wartime organizations for command and control. It similarly aligns ARNG units through training supervision, evaluation and mobilization planning.

(b) Improves mobilization and deployment planning potential and the ability to make the transition from peace to war by assigning the responsibility for mobilization and deployment to a commander whose daily efforts are concerned with those tasks which prepare his command to deploy in response to national emergency. It also places the responsibility for readiness of RC units on a commander concerned about readiness and who has the tactical assets to improve the readiness of all elements of his command. However, the corps may be fragmented for deployment as necessary to meet varying contingencies. This requires that two of the corps commanders dedicate emphasis to training, readiness, mobilization and deployment of specified units required to augment OCONUS (NATO) corps.

(c) Provides the opportunity for a single readiness evaluation standard in use through the Total Army, rather than a fragmented standard which deals separately with the AC, USAR and ARNG. Such a standardization will allow a more precise analysis of the post-mobilization, pre-deployment requirements for training and preparation of units for deployment.

(d) Enhances the readiness potential of deployable RC units by creating a sense of "belonging" to selected AC units with a specified mission. Although the RC units are not scheduled to deploy with their parent AC corps, the potential for corps "package" deployment is present.

(e) Centralizes readiness, mobilization and deployment planning and direction under a centralized headquarters (Corps) while encouraging decentralized execution (GOCOM for all subordinate units).

(f) Reduces the number of non-deployable headquarters in the structure by eliminating three CONUSA and nine Army Readiness Regions.

(g) Provides for the expansion from FULL to TOTAL mobilization by providing two late-deployable CONUS corps in addition to three early-deploying corps for full mobilization. The phased loss of those subordinate elements of the late-deploying corps allows the phased addition of new units for reconstitution of corps deployable entities under established corps headquarters thus maintaining maximum continuity and expertise.

(h) Provides for a command environment to foster increased mutual support between the AC and RC.

(i) Enhances the move toward centralized USAR personnel management by transferring additional responsibility from the present CONUSA to RCPAC. Similar functions (performed by both CONUSA and RCPAC) are now performed at RCPAC. Similar functions include:

- 1 Promotion Boards.
- 2 Retention Boards.
- 3 Appointment of officers.
- 4 Retirement Point computation.
- 5 Twenty year certification letters.
- 6 Army Reserve Personnel Information and Reporting System (RPIRS).

(j) Reduces the FORSCOM span of control by assigning all AC major deployable units to corps headquarters under appropriate command relationships. Five corps under FORSCOM will replace three CONUSA, two corps and seven divisions/brigades which presently report directly to FORSCOM.

(k) Enhances integration of the AC and RC, not only as inferred from the doctrinal reorganization addressed above, but also through the assignment of AC and RC personnel to each corps headquarters and/or to the TDA PERFORM element. The RC participation is increased beyond token numbers in the areas of training, readiness and mobilization planning particularly.

(l) Reduces layering in the RC management structure by replacing the non-deployable CONUSA and their subordinate ARR with deployable headquarters which include PERFORM elements to assist the corps in RC management on an area basis.

(m) Reduces duplication of functions as corps replaces both CONUSA and ARR. It also eliminates the duplication which presently exists in the maintenance of USAR officer career management files at both CONUSA and RCPAC.

(n) Establishes functional training relationships, through limited OPCON, between MACOM and selected RC units scheduled to be under their command upon mobilization. It enhances training of the RC units under the supervision of the gaining MACOM, thus providing training oriented to the needs of the MACOM. The transition and immediate capability of the RC units to serve the MACOM is enhanced.

(o) Clarifies command responsibilities by eliminating the unnecessary layers; by affixing responsibility in one direction on a wartime orientation; and by establishing specific OPCON relationships and responsibilities between selected RC units and their mobilization gaining MACOM.

(2) Disadvantages.

(a) Increases the span of control of each existing corps (III Corps and XVIII Corps) and establishes a diverse span of interest for four of the five corps. The commander must concern himself with the separate requirements of AC, USAR and ARNG training, readiness and mobilization in addition to an area responsibility.

(b) Requires additional manpower resources, partly because of the loss of economies of scale under the CONUSA (three) versus the corps (with TDA PERFORM elements) (five). The additions are determined by the approved ALO and staffing requirements for each corps with PERFORM element. Figures are addressed separately above. This alternative requires expenditures to organize and equip three corps headquarters and the required supporting elements for one early-deploying corps.

(c) Creates reorganizational turbulence associated with change of three CONUSA to corps; possible relocation of one CONUSA to a new site concurrent with activation of a corps; and changes in chain of command as units are withdrawn from their present MUSARC, ARCOM or non-functional (peacetime) management headquarters and realigned under their wartime (corps) deployable commands.

(d) Creates the potential for a degradation of USAR school support to units and individuals as OPCON allows the directional focus to be along doctrinal lines and toward refined, effective instructional practices and techniques rather than toward personal (trainee) and unit needs.

(e) Provides the appearance of reducing dedicated support of the RC by the AC as the RC management headquarters of CONUSA and ARR are eliminated in favor of mobilization, deployment, readiness (wartime) oriented corps headquarters.

(f) Creates the misconception among RC units that RC units will be deployed as elements of predetermined corps packages (as opposed to may be so deployed).

(g) Creates the potential for the corps commander to divert assets from his AC units to his RC units, as he stresses improved overall readiness, with the potential result that less of his units will be ready for early-rapid deployment.

i. Time-Phasing of the Alternative.

Reorganization of the CONUS Army command and control structure under this alternative will be accomplished over a two-year period following approval.

(1) The following actions begin during the first quarter FY 81.

(a) Inactivate CONUSA headquarters at Ft Meade, MD, Ft Sam Houston, TX, and the Presidio of San Francisco, CA.

(b) Inactivate ARR at:

Ft Devens, MA	ARR I
Ft Dix, NJ	ARR II
Ft Meade, MD	ARR III
Ft Gillem, GA	ARR IV
Ft Sheridan, IL	ARR V
Ft Knox, KY	ARR VI
Ft Sam Houston, TX	ARR VII
Ftizsimmons AH, CO	ARR VIII
Presidio of San Francisco, CA	ARR IX

(c) Begin a phase-out of advisors dedicated to RC battalions as losses occur through attrition. Losses will not be replaced.

(d) Activate a corps HHC at each of the following locations: Ft Meade, MD, Ft Sheridan, IL, and the Presidio of San Francisco, CA.

(e) Establish a TDA PERFORM element under each CONUS corps headquarters as follows: Ft Meade, MD (new corps), Ft Sheridan, IL (new corps), Ft Sam Houston, TX (for III Corps, Ft Hood), Ft Bragg, NC (XVIII Airborne Corps) and the Presidio of San Francisco, CA (new corps).

(f) Establish a temporary mobilization planning staff at HQDA for centralized mobilization planning and direction.

(g) Increase the staffs at mobilization stations to begin dedicated mobilization planning.

(h) Increase the staff at selected MACOM (which become gaining commands under the OPCON relationship) to establish training requirements, training evaluation measures and mobilization requirements for limited OPCON units.

(i) Activate the following required elements of the corps signal brigade at Ft Ord, CA, to support the Presidio of San Francisco Corps:

1 HHC, Command Operations Bn TOE 11-406H

2 Switching Co TOE 11-407H

3 Cmd Radio Co TOE 11-427H

(j) Reduce selected installation DRC.

(2) The following actions occur during the second year following approval:

(a) Activate the remaining Signal Brigade (-) elements, as follows:

1 HHC, Brigade TOE 11-402H

2 TCC Co TOE 11-408H

3 HHC Radio Bn TOE 11-426H

4 Fwd Radio Co TOE 11-428H

5 SPT radio Co TOE 11-429H

(b) Complete the withdrawal of advisors from RC battalions which began through attrition during the first year after approval.

(c) Transfer all selected RC units for limited OPCON to the respective gaining MACOM based upon mobilization requirements.

(d) Increase/decrease installation BASOPS manpower as required by stationing actions.

HQDA Mobilization Planning Role

1. Detailed Description.

a. Concept.

(1) HQDA will develop and implement an Army Mobilization Planning System (AMPS).

(2) An AMPS office will be established, under a Special Assistant to the Chief of Staff, Army, to develop and implement the AMPS.

(3) All ARSTAF agencies and MACOM will be assigned roles for performing mobilization planning and for disciplining the AMPS.

(4) The AMPS office will be chartered for up to 24 months and will be disestablished when AMPS is implemented.

(5) The AMPS will:

(a) Define and assign broadened mobilization planning responsibilities for ARSTAF and MACOM.

(b) Incorporate the FORSCOM MPS and its methodology.

(c) Formalize consistent planning processes for all areas of mobilization (i.e., RC units, personnel base, logistics base, etc).

(d) Integrate near term (current year) planning with mid-term planning (POM) for mobilization.

(e) Integrate mob planning with all appropriate Army Planning Systems.

(f) Optimize the use of automated planning aids and automated system interfaces through a structured management of planning information.

b. Command Relationships.

(1) HQDA will have overall responsibility for developing, implementing and disciplining the AMPS. The Special Assistant to CSA

will have tasking authority over ARSTAF agencies and MACOM for the development and implementation of AMPS. ARSTAF agencies will be assigned specific responsibility for disciplining the AMPS when implemented.

(2) MACOM will be assigned specific missions and functions under AMPS. "DA Executive Agent" terminology will not be used in assigning responsibilities to MACOM.

c. Functions.

(1) HQDA.

(a) The AMPS Office will design, develop and implement the AMPS using contractor assistance (if necessary) and taskings to analysis agencies, ARSTAF and MACOM.

(b) Mobilization planning functions under current processes or taskings will continue to be performed by responsible ARSTAF agencies until changed, terminated or incorporated into AMPS.

(2) MACOM.

(a) FORSCOM will further develop its Mobilization Planning System for mobilization of RC units under its command, provide assistance to HQDA in developing the AMPS and perform other planning functions as assigned under the AMPS.

(b) Other MACOM will continue to perform current mobilization planning functions until changed, terminated or incorporated into AMPS and will provide assistance, as required, to HQDA for development of AMPS.

d. Stationing. N/A.

e. Responsibility for Area/Subordinate Elements. TBD by AMPS.

f. Staffing Concept.

(1) HQDA.

(a) A dedicated staff organization will be formed for up to two years to develop and implement the AMPS. The AMPS office will be under the direct, full-time supervision of a Major General serving

as a special assistant to CSA.

(b) The staffing for the AMPS office will be based on expertise required, since "level of effort" will be accomplished through contractor assistance and tasking of ARSTAF and MACOM, as required. The AMPS office will require full time expertise in organization, mission, functions, operating concepts and systems of Army MACOM and agencies which play major roles in mobilization. It will also require expertise in planning and management processes for critical functional areas. The following is an estimate of the required personnel based on areas of expertise.

Area of Expertise

Organizational	Personnel
FORSCOM	1
TRADOC	1
DARCOM	1
RCPAC/MILPERCEN	1
ACC	1
HSC	1
MTMC	1
NGB	1
OCAR	1
Functional	
Force Development	1
Supply & Maintenance	1
JOPS	1
PPBS	1
Trans Systems	1
Facilities Engr	1
Stationing	1
Personnel	1
Comm ADP	1
Training Base	1
Industrial Base	1
ADP System Development	2
ORSA	3
Total	<u>25</u>

If all professional personnel assigned are selected based on a

background in at least two of the areas above, twelve professional staff personnel will be required. Six additional supervisory/admin personnel will be required. These include:

Special Assistant to CSA (0-8)	1
Exec (0-6)	1
Admin NCO	1
Clerical	3

Total manpower resources required are eighteen (18) spaces for 1 1/2 to 2 years.

(c) Because of limitations on HQDA strength the manpower spaces (18 required minimum) must be provided from available HQDA authorized or overstrength positions or personnel must be detailed for up to 24 months but assigned to existing ARSTAF agencies or MACOM.

(2) Upon disestablishment of the AMPS office, personnel will be returned to parent organizations or reassigned as appropriate.

g. Resource Summary (Manpower).

Manpower. Because of the temporary (2 yr) nature of the AMPS office it is unlikely that civilian positions could be filled except for the clerical positions. Manpower requirement is therefore:

OFF	14
EM	1
CIV	3

Limited OPCON Units

Non-deploying RC Units OPCON to Other MACOM.

1. HSC.

HSC

<u>Unit</u>	<u>Unit</u>	<u>Unit</u>	<u>Unit</u>
US Army <u>Hosp (100B)</u>	US Army Hosp (Aug) <u>(300B)</u>	US Army Hosp (Aug) <u>(1000B)</u>	US Army Den Svc Det <u>(65-Man)</u>
135	3271	4005	1204
147		4010	3346
1207	US Army	5502	
2289	Hosp (Aug) <u>(300B)</u>	US Army	US Army
3343		Den Svc Det <u>(16-Man)</u>	Den Svc Det <u>(82-Man)</u>
US Army	3273		
Hosp (300B)	3344	1205	6355
		1206	
5503	US Army	3342	US Army
	Hosp (Aug) <u>(500B)</u>	5505	Den Svc Det <u>(123-Man)</u>
US Army			
Hosp (500B)	6250	US Army	3299
		Den Svc Det <u>(21-Man)</u>	
5010	US Army	5504	US Army
US Army	Hosp (Aug) <u>(750B)</u>	5507	<u>Med TC</u>
Hosp (750B)		6254	3457
6252	1208		
US Army	US Army	US Army	
Hosp (1000B)	Hosp (Aug) <u>(750B)</u>	Den Svc Det <u>(31-Man)</u>	
2290	3270	3295	
US Army	6251	2287	
Hosp (1000B)		2288	
2291	US Army		
3297	Hosp (Aug) <u>(1000B)</u>	US Army	
5501		Den Svc Det <u>(48-Man)</u>	
6253	1225	3298	
	3274	4005	
	3345	5506	

2. TRADOC.

<u>Training Divisions</u>		<u>Reception Stations</u>		<u>Training Brigades</u>
70th	91st	3398th	3358th	8830th MP Bde (AIT)
76th	95th	4074th	2053rd	5th AR Bde (AIT)
78th	98th	5089th	6218th	
80th	100th	3396th	6219th	
84th	104th	1018th	4073rd	
85th	108th	5091st		

USAR Schools

4151 USAR Sch - TX	5049 USAR Sch - NE	2074 USAR Sch - KY
4152 USAR Sch - LA	6220 USAR Sch - CA	2075 USAR Sch - OH
4153 USAR Sch - NM	6222 USAR Sch - CA	2076 USAR Sch - DE
4154 USAR Sch - AR	6224 USAR Sch - AZ	2077 USAR Sch - OH
4155 USAR Sch - OK	6227 USAR Sch - CA	2078 USAR Sch - OH
4156 USAR Sch - OK	6228 USAR Sch - ID	2079 USAR Sch - VA
4157 USAR Sch - LA	6229 USAR Sch - WA	2085 USAR Sch - KY
4158 USAR Sch - LA	6232 USAR Sch - VT	2078 USAR Sch - OH
4159 USAR Sch - TX	6236 USAR Sch - WA	2090 USAR Sch - PA
4160 USAR Sch - IN	6237 USAR Sch - CA	2091 USAR Sch - PA
4161 USAR Sch - TX	6241 USAR Sch - WA	2093 USAR Sch - WV
4162 USAR Sch - TX	1031 USAR Sch - CT	2979 USAR Sch - VT
4164 USAR Sch - TX	1033 USAR Sch - ME	3283 USAR Sch - GA
4166 USAR Sch - TX	1034 USAR Sch - NH	3285 USAR Sch - NC
4960 USAR Sch - HI	1035 USAR Sch - VT	3286 USAR Sch - NC
5030 USAR Sch - IN	1036 USAR Sch - PA	3287 USAR Sch - SC
5032 USAR Sch - MI	1037 USAR Sch - MA	3288 USAR Sch - SC
5033 USAR Sch - MI	1049 USAR Sch - MA	3289 USAR Sch - SC
5034 USAR Sch - IL	1150 USAR Sch - NY	3290 USAR Sch - TN
5035 USAR Sch - IL	1151 USAR Sch - NY	3291 USAR Sch - TN
5038 USAR Sch - MO	1154 USAR Sch - NY	3292 USAR Sch - TN
5039 USAR Sch - MO	1155 USAR Sch - NJ	3294 USAR Sch - GA
5040 USAR Sch - IA	1157 USAR Sch - NY	3385 USAR Sch - AL
5041 USAR Sch - IA	1159 USAR Sch - NY	3387 USAR Sch - FL
5042 USAR Sch - MN	1163 USAR Sch - NY	3388 USAR Sch - FL
5043 USAR Sch - SD	2059 USAR Sch - PA	3390 USAR Sch - MS
5045 USAR Sch - WI	2070 USAR Sch - VA	3391 USAR Sch - FL
5046 USAR Sch - CO	2071 USAR Sch - MD	3392 USAR Sch - AL
5047 USAR Sch - KS	2072 USAR Sch - PA	
5048 USAR Sch - KS	2073 USAR Sch - PA	

3. MTMC

1188 MILITARY OCEAN TERM UNIT (81st ARCOM)	1172 US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)
1175 US ARMY TRANSPORTATION TERMINAL UNIT A (79th ARCOM)	1192 US ARMY TRANSPORTATION TERMINAL UNIT B (122nd ARCOM)
1176 US ARMY TRANSPORTATION TERMINAL UNIT A (97th ARCOM)	1395 US ARMY TRANSPORTATION TERMINAL UNIT B (124th ARCOM)
1182 US ARMY TRANSPORTATION TERMINAL UNIT A (120th ARCOM)	1173 US ARMY TRANSIT CONTROL UNIT (94th ARCOM)
1169 US ARMY TRANSPORTATION TERMINAL UNIT A (94th ARCOM)	1185 US ARMY TRANSIT CONTROL UNIT (79th ARCOM)
1181 US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1190 US ARMY TRANSIT CONTROL UNIT (122nd ARCOM)
1184 US ARMY TRANSPORTATION TERMINAL UNIT A (121st ARCOM)	1394 US ARMY TRANSIT CONTROL UNIT (63d ARCOM)
1191 US ARMY TRANSPORTATION TERMINAL UNIT A (122nd ARCOM)	1397 US ARMY TRANSIT CONTROL UNIT (124th ARCOM)
1170 US ARMY TRANSPORTATION TERMINAL UNIT B (94th ARCOM)	US ARMY PASSENGER LIAISON UNIT (120th ARCOM)
1174 US ARMY TRANSPORTATION TERMINAL UNIT B (77th ARCOM)	1179 DEPLOYMENT SUPPORT UNIT (77th ARCOM)
1186 US ARMY TRANSPORTATION TERMINAL UNIT B (81st ARCOM)	

4. USACC

936th AV DET ATC
88th AV DET ATC
223rd AV DET ATC
49th AV DET ATC
150th AV DET ATC
11th AV DET ATC
47th AV DET ATC
426th AV DET ATC
28th AV DET ATC
670th AV DET ATC
253rd AV HQC
29th AB HHD BN
232nd AV DET ATC
145th AV PIT ATC
2361st DET SIG CTR
2362nd DET SIG CTR
6201st RAD COM STA
6202nd RAD COM STA
6203rd RAD COM STA
6204th RAD COM STA
6205th RAD COM STA
6206th RAD COM STA
6207th RAD COM STA

Deployable RC Units OPCON to Other Macom.

1. CIDC

307th MP Det (CI)
315th MP Det (CI)
316th MP Det (CI)
321st MP Det (CI)
322nd MP Det (CI)
323rd MP Det (CI)
347th MP Det (CI)
348th MP Det (CI)
366th MP Det (CI)
375th MP Det (CI)
378th MP Det (CI)
380th MP Det (CI)
383rd MP Det (CI)
399th MP Det (CI)
425th MP Det (CI)
430th MP Det (CI)
493rd MP Det (CI)
733rd MP Det (CI)
121st MP Det (CI) (ARNG)
170th MP Det (CI)
1156th MP Det (CI)
4175th MP Det (CI)

2. DARCOM.

* 4-Aviation Classification and Repair Activities

A - Groton, CT

B - Gulfport, MS

C - Springfield, MO

D - Fresno, CA

* Implementation plan is now being developed. A select number of these activities may deploy.

3. INSCOM

MI DET (STRAT)

308th MI DET	465th MI DET
400th MI DET	466th MI DET
401st MI DET	467th MI DET
402nd MI DET	468th MI DET
403rd MI DET	469th MI DET
404th MI DET	470th MI DET
405th MI DET	471st MI DET
407th MI DET	474th MI DET
408th MI DET	476th MI DET
409th MI DET	477th MI DET
411th MI DET	478th MI DET
415th MI DET	479th MI DET
416th MI DET	480th MI DET
417th MI DET	481st MI DET
419th MI DET	484th MI DET
420th MI DET	486th MI DET
421st MI DET	487th MI DET
423rd MI DET	488th MI DET
424th MI DET	490th MI DET
425th MI DET	698th MI DET
428th MI DET	837th MI DET
432nd MI DET	
433rd MI DET	
434th MI DET	
439th MI DET	
440th MI DET	
442nd MI DET	
443rd MI DET	
445th MI DET	
446th MI DET	
448th MI DET	
449th MI DET	
450th MI DET	
453d MI DET	
454th MI DET	
458th MI DET	
462nd MI DET	

MID (CI)

20 th CI DET
226th CI DET
228th CI DET
283rd CI DET
337th CI DET
349th CI DET
372nd CI DET
826th MI Bn Fld Army
99th AS CO
197th AS Det
142d MI CO
342d ASCO

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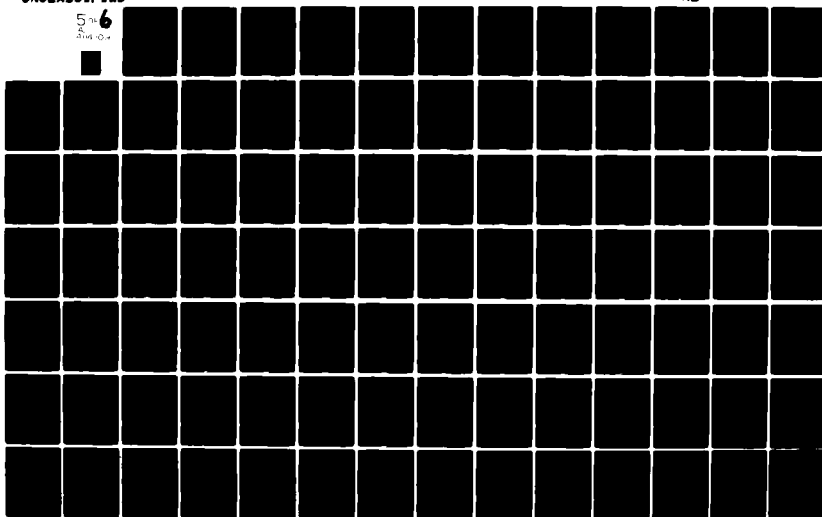
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ARMY COMMAND AND CONTROL STUDY-82 (ACCS-82). VOLUME II. EXISTIN--ETC(U)
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Number of Required Corps Headquarters in CONUS During Peacetime.

1. The CONUS corps headquarters (augmented) are responsible for:
 - a. Command and control of all CONUS FORSCOM AC units found in a "typical" corps organization, within the corps area.
 - b. Command and control of all CONUS FORSCOM USAR units in the corps area.
 - c. Training supervision, evaluation and mobilization planning of ARNG units within the corps area.
 - d. Review and concurrence of installation mobilization plans for all mobilization stations (less HSC) within the corps area.
2. Span of Control.

The corps headquarters, at ALO 1, is capable of providing command, staff planning, control, and supervision of at least five divisions in execution of operations of the corps on a 24-hour per day basis.

The total CONUS division force includes 10 AC divisions and 1 AC division for command less OPCOM; 8 ARNG divisions; 12 USAR Training Divisions, 19 US Army Reserve Commands (ARCOM) and 2 Maneuver Area Commands (MAC) for command and control by a command echelon below FORSCOM (MACOM).

Applying the minimum 1-5 ratio it appears that 10 corps are required for CONUS command and control. Review of the commands above reveals that the ARCOM, although commanded by a division-equivalent commander, are not equivalent to a division in their demands on a corps headquarters. The ARCOM command a geographical grouping of non-divisional USAR units. They are peacetime management headquarters not established for independent action. By commanding USAR units on an area basis they improve what would be an otherwise unmanageable span of control for the corps headquarters. The MAC are to organize, prepare and conduct FTX, CPX and ATT for RC units at brigade level and above.

In considering the ARNG divisions it must be recognized that the corps cannot exercise full command and control; will not be directly involved in providing administration and logistic support; and that

the real impact on the corps will be in the areas of training, evaluation, mobilization planning, and in improving readiness by raising the level of readiness visibility (reporting, review, and command emphasis) to the equal of corps AC elements. Finally, the span of control relative the USAR training divisions is reduced slightly based on the limited OPCON relationship established with the gaining MACOM. That relationship assigns responsibility for training, training evaluation and mobilization planning to the MACOM. Combining the USAR and ARNG divisions (twenty) and averaging based on the trade-off in functions noted above the combined command and control impact is approximately 10 divisions. The total of 52 major general commands is reduced to 42 for command and control impact, with a further reduction possible based upon the reduced demands of ARCOM and MAC. Span of control on this basis could support up to eight CONUS corps.

3. Geography in CONUS: Geographic Dispersion of Units.

In considering the number of corps required for command and control of the CONUS TOTAL ARMY the demographics of the eastern seaboard (CONUS ONE area) support a higher concentration of corps headquarters for command and control of a lesser geographic area than in the mid-west and west. A support-to-supported ratio of CONUS/ARR staff to RC units served can be established as follows:

Table 5-3
Ratio of Staff to Units Served

ARR	I	II	III	IV	V	VI	VII	VIII	IX
Staff	217	181	168	208	226	201	184	184	279
RC Troops served	94.8	71.1	68.6	92.2	90.4	76.9	72.5	55.3	66.5
Ratio	2.29	2.55	2.45	2.26	2.50	2.61	2.54	4.36	4.20
States served	7	3	6 ^{1/}	5	5	4	4	10	5
Area served sq mi	116,184	77,350	141,598	259,394	322,841	179,758	438,306	946,643	548,216

^{1/} Includes DC

The apparent disparity between the ratios of ARR I thru VII and VIII-IX reflects the reduced population-to-area relationship in the states served. Whereas demography is the more significant element in ARR I thru VII, geography becomes the more significant element in ARR VIII and IX. It must be further noted that when the ARR areas are combined under their respective CONUSA, the CONUSA SIX area is significantly larger than CONUSA ONE area, but the roles are reversed in demographics. As the population spread may suggest, there is also a difference in RC units, by CONUSA as follows:

	ARRG	USAR
CONUSA ONE	830	805
CONUSA FIVE	569	138
CONUSA SIX	371	324

The combination of units, population and geography could support eight CONUS corps headquarters, as follows:

	STATES	AREA sq mi (000)	MAJOR UNITS	POPULATION (000)	
				USAR	ARNG
Northeast	ME, NH, VT, MA, RI, CT, NY	116.2	2 NG Divisions 1 NG Brigade 2 ARCOM 5 USAR Brigade 2 Tng Div	36.2	53.1
Mideast	NJ, PA, MD, VA, WV, DE	53.8	2 NG Divisions 2 NG Brigades 1 NG EAC Unit 3 ARCOM 2 Tng Div 5 USAR Bde	42	55
Central	OH, KY (-), MI, IN, WI, IL, MO, IO, MN	502.6	2 ARNG Div 7 ARNG Bde 5 USAR ARCOM 8 USAR Bde	67	89.5
III Corps	TX, OK, LA, AR	438.3	3 AC Div 4 AC Bde 1 ARNG Div 3 ARNG Bde 2 ARCOM 3 USAR Bde 1 USAR Tng Div 1 MAC	23.2	45.4
Midwest	KS, NE, CO, WY, ND, SD, NM, UT, ID, MT	946.6	2 AC Div 6 ARNG Bde 2 ARCOM	15.5	37.1
West Coast	AZ, NV, WA, OR, CA	548.2	2 AC Div 1 ARNG Div 4 ARNG Bdes 2 ARCOM 4 USAR Bdes 2 Tng Div	25.6	39

	STATES	AREA sq mi (000)	MAJOR UNITS	POPULATION (000)	
				USAR	ARNG
XVIII Abn Corps	NC, SC	87.8	2 AC Div 1 AC Bde 5 ARNG Bde 1 ARCOM 2 USAR Tng Div	10	22
Southeast	FL, GA, TN, MS, AL	259.4	1 AC Div 2 AC Bde 10 ARNG Bde 2 ARCOM 4 USAR Bde 1 MAC	24.3	48.5

It should be noted that on a unit-total basis the MIDWEST corps above appears out of proportion to the other seven regarding total number of units. Geography impacts here to offset the apparent imbalance.

4. Span of Interest.

Possibly the least quantifiable consideration as to the number of CONUS corps necessary is the span of interest of the corps commander; the question of how attendant he can be to the separate elements of AC, USAR and ARNG when integrated in a single command. The basic guideline of "at least five divisions" may still serve as we trade off the 24-hour per day overseas wartime environment for the secure, comparatively "sterile" and more normal hours per day of the CONUS readiness and training environment. Undeniably the corps commander must concern himself with the capability of his AC divisions to deploy in a timely manner. Equally undeniable, however, is the fact that the Army is more dependent than ever on the deployability of RC units for success in war. The two major elements in the "span of interest" as a determinant in the number of corps required in CONUS are: types of units of concern (AC, AR, NG) and functions to be performed (planning, training, readiness, preparation for deployment).

There are inherent differences in the "systems" whereby the components are managed and supported, whether they be administrative, logistic, communications - ADP, budgeting, recruiting/retention, preparation for combat or other. Therefore the types of units served

are a significant concern.

The very same "systems" lead us to functions to be performed, and many of the functions are the same regardless of component. The REQUIREMENTS for a combat-ready force span all components. The MEANS to the requirements END may vary.

Under a single commander (unity of command) the REQUIREMENTS will be met by using a single standard of readiness evaluation and by performing as many of the functions as possible with a single standard.

There needs to be a concerted effort to standardize and integrate all possible areas. As this is accomplished the span of interest becomes less a factor in assignment of units under the integrated corps concept.

Until the highest level of compatibility is achieved between AC, AR and NG the capability of the corps to command and control "a minimum" of five divisions may be a "maximum" of five divisions.

To assist in this element of the decision-process on the appropriate number of CONUS corps is the assignment of the corps TDA Peacetime Readiness for Rapid Mobilization (PERFORM) element, with its added AC major general to assist in the RC management requirement of the corps commander.

5. Post-mobilization missions.

Preparation for performance of post-mobilization missions is best achieved pre-mobilization. Command and control stability is a key-stone. The present concept of three CONUSA exercising command and control of 19 ARCOM, 51 STARC and various installations has not been invalidated. The use of the nine ARR commanders as deputies to the CONUSA commanders improves an otherwise board area for mission performance. Presently First US Army is responsible for 20 states; Fifth US Army for 13 states and Sixth US Army for 15 states. The assistance from the ARR can be seen in Table 5-3 in paragraph 3 above (States served, by ARR). Note also the responsibilities.

Assigning the mission of installation command of selected mobilization stations to the ARCOM after mobilization reduces the post-mobilization span of control by nineteen. The actual command and control of post-mobilization contingency missions is through the CONUS

STARC. Since the present concept has not been invalidated we may only surmise that any lessening of the post-mobilization mission span of control may serve to improve overall CONUS capability. The actual incremental improvement from each added command and control headquarters must be based upon factors of geography, installations providing support and susceptibility of remaining facilities and installations.

6. Capability to Transition from FULL to TOTAL Mobilization.

The requirement for corps and divisions beyond FULL mobilization can not be predicted with any level of accuracy. Using the hypothesis that the current combat division force represents FULL mobilization requirements then five corps are appropriate for command and control using the ratio of 1 to 5 (or major portion thereof). The presence of 19 combat divisions in the CONUS, assuming that all were placed under corps for a command relationship (command, command less OPCON, or training supervision etc.) would support up to four corps in the CONUS. Activation of a third and fourth CONUS corps, recognizing the less than 1 to 5 ratio of OCONUS corps to divisions, would already establish a level beyond FULL mobilization toward TOTAL mobilization.

The consideration of USAR training divisions and/or ARCOMs as potential bases for new divisions beyond the hypothetical FULL mobilization level adds a minimum of 12 potential divisions (7 USAR Training divisions and 5 ARCOM) toward TOTAL mobilization and would support an additional two CONUS corps, bringing the total to six CONUS corps. The total of six represents at least three beyond the hypothetical FULL mobilization requirement and would enhance the transition toward TOTAL mobilization.

7. Economy of Force.

As noted above the CONUS command and control requirements may be as high as ten corps or as low as four corps if all FORSCOM AC and RC units assume some command relationship with the corps. The same force is being managed today by five corps-level headquarters (two corps and three CONUSA), but not all AC divisions have a command relationship with an existing corps. In fact, six of the CONUS AC divisions are commanded by FORSCOM directly and contribute to the perceived span of control problem of that headquarters. The addition of a single corps, a sixth headquarters below FORSCOM, would provide a quick "fix" to that perceived problem. This would leave corps responsible for command of one component of the TOTAL Army, the AC, and the CONUSA responsible for the management of the other component,

the RC. The differences in command and management are sure, but certain functions are similarly performed for each component (or should be) thus leading to the conclusion that a consolidation may be appropriate. The challenge becomes how to consolidate, into how many headquarters. Economy of force supports a range from four, the minimum requirement from the other factors above, to six, the present level of effectiveness plus the added AC corps aforementioned in this paragraph.

A final consideration is the structuring of each corps with its doctrinal (generic) units as they presently exist in the CONUS, without requiring new activations. The present availability of units to form "type" corps supports a maximum of five CONUS corps, with divisions and COSCOM being the limiting factor on the maximum side, unless EAC CSS elements (TAACOM) are used to extend the maximum.

8. Conclusion and recommendation.

The CONUS AC and RC structure would support a range of headquarters from four to ten subordinate to FORSCOM for command and management of the TOTAL Army (CONUS). The present number of headquarters accomplishing the mission is five. Improvement of the FORSCOM span of control may be achieved by adding one. Economies of scale may be achieved by consolidating the existing types of headquarters (corps and CONUSA) into a single type and making that serve both components of the TOTAL Army. The minimum of four provides a theoretical beginning toward TOTAL mobilization, beyond FULL mobilization. The minimum of four would require a span of control beyond that of a "typical" corps, if only because of the existence of more than four support commands in CONUS. The same rationale, number of available support commands, limits the required number of corps to five, unless EAC units are used in place of COSCOM or unless new COSCOM are activated. The number of corps should be the minimum number to command the deployable CONUS force structure without creation of new units and without sacrificing management effectiveness/efficiencies or retarding STEADFAST gains.

The recommended minimum number of corps for CONUS command and control of the TOTAL Army is five.

Concept of Command and Control
for
Mobilization
by Corps

1. References.

a. AR 135-300 Mobilization of Reserve Component Units and Individuals, 15 May 1978.

b. AR 220-10 Preparation for Overseas Movement of Units (POM), 15 June 1973.

c. Army Capabilities Plan (ACP), Vol II (draft), 18 July 1978.

2. The primary objective of the Army's command and control system during mobilization is to bring the mobilized RC deploying units, and deploying AC units, to levels of manning, equipment, POR/POM, and training necessary to satisfy deployment criteria outlined in references. ACCS-82 concluded that, in general, procedures for deploying AC units are satisfactory. Therefore, recommendations that follow for changing the current systems and procedures address primarily the activities involving mobilized RC units.

3. Two fundamental changes must be made at the HQDA level:

a. HQDA, not FORSCOM, should control the planning for mobilization.

b. HQDA must provide unequivocal guidance to installation commanders concerning priorities for redistribution and cross-leveling of assets.

4. Command and control responsibility for, and authority over all units must be clear-cut. Conditions for defining command relationships must be specific with regard to responsibilities and authority, time and geography to ensure that relationships avoid conflicts, overlaps or shortcomings. Additionally the specific responsibility and authority associated with the terms "assign" or "operational control" must be clearly understood and adhered to.

a. Installation commanders should exercise command and control over units located on their installations. For certain units, such as those of "stovepipe" agencies (HSC, ACC, CIDC), the technique of

"host-supported" agreements is appropriate as an exception to pure command by installation commanders. Major AC units are commanded by corps.

As an exception to the assignment of major AC units to a corps headquarters, the following FORSCOM units on TRADOC installations will be assigned to the installation for command. This allows employment of the units in school support missions and precludes a division of command authority or unit loyalty.

- (1) Ft Sill - III Corps Artillery
- (2) Ft Bliss - 11 ADA Brigade
- (3) Ft Benning - 197 Infantry Brigade
- (4) Ft Knox - 194 Arm Brigade

b. Command and control of RC units prior to M-Day is as follows:

- (1) ARNG units are commanded by State Governors.
- (2) USAR units are commanded by corps.

c. When mobilization begins, command and control of RC units is as follows:

(1) Non-mobilized units continue the relationships specified in the preceding paragraph.

(2) Mobilized ARNG units are assigned to a corps on M-day. The assignment is to that corps in whose geographic area the unit's mobilization station is located. The assignment is "less OPCON for movement from home station to mobilization station." The OPCON is vested in the STARC of the unit's home state.

(3) Corps command of USAR units is exercised through MUSARC. The MUSARC are responsible for movement of units from home station to mobilization station at which time command passes to a unit designated by corps. In the case of isolated USAR units selected STARC may be given OPCON "for movement from home station to mobilization station".

(4) STARC, which are assigned to corps upon their mobilization, are charged with exercising OPCON of mobilized ARNG units (from their States) for movement from home stations to mobilization stations. STARC may also be given OPCON of selected (isolated) USAR units in their state for "movement from home station to mobilization station." The OPCON terminates upon closure of the moving unit at its mobilization station, unless otherwise specified. Command is transferred to the installation commander upon closure of the unit at MS.

(5) MUSARC, which are assigned to corps are charged with responsibility for movement of their subordinate USAR units from home stations to mobilization stations. Transfer of command from the MUSARC to a headquarters designated by the corps commander occurs when the moving USAR unit closes at its mobilization station.

(6) Employing units are assigned to the gaining MACOM or (if they remain FORSCOM units) to a headquarters designated by the mobilization station commander upon closure at mobilization station.

(7) Deploying units either continue the assignment to their corps or, if they cross corps boundaries, they are assigned to the gaining mobilization station upon their closure at MS. Installation commanders are responsible to the corps in their area for deployment preparation of assigned units.

5. The procedures outlined above place installation commanders clearly in command of units of their installations. However, the role of the corps and RG should also be clearly specified.

a. Corps provide FORSCOM the means for decentralization of responsibility during mobilization--a step that is definitely required. The relationship between corps and installations must be articulated to eliminate the current confusion in the system. Personnel and logistical transactions are "two-player" operations involving installations and HQDA "operators." Funding matters are also "two-player" operations involving installations and MACOM; however, corps are involved in an advisory capacity. Certain modifications to the current system are required. Corps need to have the capability to perform an integrating and coordinating function for mobilization stations within their areas. It is possible, based on the experience of MOBEX 76 and 78, that the vertical management systems--and the communications systems--will be overwhelmed by the volume of transactions during the early phases of mobilization. The

corps provide an "escape valve" for these systems. However, the corps must have more information than is now available to them if they are to be a successful alternative. The technique which would provide the corps a full-scale capability in this area is to include the corps in the SAILS, SIDPERS and STANFINS MIS in peacetime and wartime. Not only must ADPE and "software" be provided, but also peacetime manpower resources to build and maintain the data bases involved with the various MIS. An alternative solution, which is recommended at this time because it can be done quickly and with few resources, involves two steps:

(1) HQDA "operators" provide "rollup" displays of installation asset status to HQ FORSCOM in peacetime. FORSCOM uses the rollup data to provide recommendations to HQDA (and its operators) for shifting of priorities and assets between installations. The rollups are also provided to corps to hold for use as a "starting point" in the event of mobilization.

(2) Upon mobilization, installations provide simple daily SITREPS to the corps. The SITREP would include data concerning on-hand, "over/short", status for major equipment, personnel and funds and projected training shortfalls for units. After the initial report, installations report changes only. The SITREP should be designed by HQ FORSCOM (in conjunction with corps and installations). Sufficient peacetime training exercises should be conducted to familiarize personnel with the SITREP procedures. If, and only when, the vertical management systems (SIDPERS, SAILS and STANFINS) are overwhelmed, the corps can use the SITREP information to make decisions and recommendations. Until the vertical systems fail, however, the corps relationship with installations is purely monitorship of readiness and SITREP data--this is done to prepare the corps to exercise OPCON over installations for management of resources for deployment in the event that centralized management systems fail. When HQDA determines that centralized management of resources can no longer be accomplished, HQDA will notify the MACOM that corps will temporarily assume OPCON of installations for redistribution of personnel, logistic and financial resources for purposes of meeting readiness for deployment of units. In the interests of simplicity and timeliness, corps will inform HQ FORSCOM (with information copies provided to the affected installations) that "unless otherwise directed, the following redistribution actions will be taken at (date-time-group)..." To assist in this redistribution action, the corps should position on-site representatives (liaison teams) at every mobilization station.

b. The RG may be used to form teams (similar to CAMI/MART) to assist the installation commanders in preparing units for deployment. These teams should be attached to the supported installations.

6. While at mobilization stations RC units must:

- a. Complete required unit training.
- b. Fill required equipment shortages.
- c. Fill required personnel shortages.
- d. Complete POR/POM.

7. Completion of actions at mobilization stations.

a. The following basic steps are involved in achieving pre-deployment training readiness for units. Also shown are the headquarters and/or organizations in the proposed structure that appear best qualified to accomplish each step.

(1) Determine training status--units, CAMI/MART and installation (DPT).

(2) Determine training program--units, CAMI/MART and installation (DPT).

(3) Determine, and coordinate, assistance required beyond capability of unit or installation--CAMI/MART, installation (DPT), corps headquarters.

(4) Conduct training--units, assisted by CAMI/MART and installation (DPT).

(5) Report status and progress for purposes of training management and deployment planning--units, assisted by CAMI/MART and installation (DPT).

(6) Certify training readiness for deployment--corps (assisted by RG, CAMI/MART and installation (DPT)).

b. The following basic steps are involved in achieving pre-deployment equipment readiness for units. Also shown are headquarters and/or organizations in the proposed structure that appear best qual-

ified to accomplish each step.

(1) Determine status of on-hand equipment--units, assisted by CAMI/MART and installation (DIO).

(2) Verify equipment requirements--units and installation (DIO).

(3) Repair and/or turn-in (job order) equipment--units and installation (DIO).

(4) Determine equipment shortages--units and installation (DIO).

(5) Issue available equipment--installation (DIO).

(6) Requisition equipment shortages--units and installation (DIO).

(7) Report status and progress for purposes of deployment planning--units and installation (DIO/DPT).

(8) Certify equipment readiness for deployment--CONUSA (assisted by ARR HQ and installation (DIO)).

c. The following basic steps are involved in achieving pre-deployment personnel readiness for units. Also shown are headquarters and/or organizations in the proposed structure that appear best qualified to accomplish each step.

(1) Update personnel inventory--units.

(2) Verify requirements--units and installation (MILPO), with info to corps commander.

(3) Reassign non-deployable personnel--installation (MILPO) with concurrence of corps commander.

(4) Make grade/MOS substitutions--units and installation (MILPO).

(5) Determine personnel shortages--units and installation (MILPO).

(6) Make intra-installation reassignments (cross-level)--installation (MILPO) with concurrence of corps commander.

(7) Requisition personnel shortages--installation (MILPO).

(8) Report status and progress for deployment planning--units and installation (MILPO/DPCA/DPT).

(9) Certify personnel readiness for deployment--CONUSA (assisted by CAMI/MART and installation (DPCA)).

d. Preparation of replacements for overseas movement (POR) and unit preparation for oversea movement (POM) are generally "two-player" activities involving units and installations. The corps should monitor accomplishment of POR/POM processing in order to assess overall progress toward readiness for deployment.

8. MACOM continue their command of installations:

a. Installations control cross-leveling of personnel through the installation MILPO interacting with MILPERCEN.

b. The corps assumes responsibility and authority for cross-leveling of equipment within the corps operational area. The corps interacts with DARCOM regarding uncovered RICC-1 assets, and with installations, for redistribution of other uncovered POMUS equipment.

c. Resources (funds) management is an installation responsibility. Corps monitor funds management and provide information and guidance as required for funds related to unit training and readiness.

Relationship of Mobilization Stations With
Corps

1. The Corps has limited operational control (OPCON), as specified below, of all mobilization stations for RC unit mobilization planning and for coordination of the execution of RC unit mobilization.

2. Corps is the single point of contact for RC unit mobilization planning within its geographic area of responsibility.

a. Corps has authority to:

(1) Provide RC unit planning guidance as directed by HQ FORSCOM. Planning guidance for ARNG units will be in coordination with the State Adjutant General or State Area Command (TAG/STARC).

(2) Establish schedules and milestones for RC unit inputs to mobilization stations, in coordination with mobilization stations.

(3) Review/concur in installation implementing force mobilization stationing plans as pertains to RC units.

(a) Plans from FORSCOM installations are forwarded by the installation directly to the appropriate Corps for review, concurrence and forwarding to FORSCOM for approval.

(b) Plans prepared by other MACOM installations (less Health Services Command (HSC)) are forwarded by the installation to the appropriate Corps for review and concurrence. Plans are then forwarded to the MACOM for approval. If nonconcurrence cannot be resolved between the mobilization station and the Corps, or between the MACOM and FORSCOM, the nonconcurrence will be forwarded to HQDA (DAMO) for resolution.

b. Corps is responsible to:

(1) Assist mobilization stations in coordinating with RC units and major RC headquarters.

(2) Provide timely planning guidance to the RC.

(3) Provide appropriate RC unit data (including movement data) and support requirements to the mobilization stations.

(4) Ensure coordination of mobilization planning between installations and RC units.

(5) Assist and instruct RC units in home-station mobilization procedures.

3. Corps is the single point of control and coordination for mobilization execution for RC units within its geographic area of responsibility.

a. Corps has authority to:

(1) Modify stationing guidance as required based on directives from HQ FORSCOM and in coordination with appropriate MACOM. This does not include changing unit mobilization stations without MACOM concurrence.

(2) Order execution of RC unit mobilization plans as directed by HQ FORSCOM.

(3) In coordination with HQ FORSCOM, insure that CI/SI accomplish tasks that support mobilized units. This does not include authority to task non-FORSCOM installations for assets or resources without prior coordination with the appropriate MACOM.

(4) Modify movement schedules for mobilized units between home stations and mobilization stations in coordination with the appropriate MACOM.

(5) Modify RC unit mobilization plans and unit mobilization support requirement data sheets, as required, based on HQ FORSCOM guidance.

b. Corps is responsible to:

(1) Modify and execute plans for domestic contingencies and military support for civil defense as required by FORSCOM guidance.

(2) Assist mobilizing units through subordinate commands in the execution of home-station procedures.

(3) Assist RC units with identification of support requirements for mobilizing units.

(4) Assist MS in providing support to mobilizing units.

Signal Requirements, Early-Deploying Corps

1. The first added corps, proposed for stationing on the CONUS West Coast (Presidio of San Francisco) is an early-deploying corps HHC. Essential to the preparation of the corps for deployment is the corps communications capability. The ability of the corps to conduct training exercises and command and control its subordinate elements, particularly the divisions, brigades and COSCOM can be met by activating elements of a corps signal brigade and using RC units as required.

2. Activation of an entire AC signal brigade to support the corps is not a peacetime necessity. The required manpower for an entire AC brigade is prohibitive. Units of the corps signal brigade are: HHC, Command Operations Battalion; Radio Battalion; and Cable and Wire Battalion. Total manpower requirement is 3192 spaces.

3. The minimum requirement for effective support of the corps on a full-time basis is activation of a HHC, Command Operations Battalion and a Radio Battalion, each at reduced ALO. Manpower requirements total 1010 spaces; 110 in the HHC, 369 in the Command Operations Battalion and 531 in the Radio Battalion.

4. Activation of the HHC of a corps signal brigade provides for command and control of assigned and attached units; communications system planning, engineering and control; support to the corps staff and staff planning; and coordination of the training, administration and logistical support of assigned and attached units.

5. Activation of the Command Operations Battalion provides organic aircraft support for the signal brigade elements and terminal communications facilities for the echelons of the corps headquarters. The battalion is capable of providing:

a. A communications complex to support:

- (1) The corps MAIN CP
- (2) A corps TOC
- (3) COSCOM rear

b. Installation, operation and maintenance of communications facilities at the materiel management center (MMC).

c. Installation, operation and maintenance of communications facilities at the corps TAC CP.

d. Four secure FM aerial retransmission stations.

e. Organizational maintenance of organic equipment.

f. DS-level maintenance of organic C-E and COMSEC equipment.

6. Activation of the corps Radio Battalion provides the corps Hqs and designated major subordinate units with a command multichannel system and with RATT stations for operations in corps radio nets, and provides RWI stations for FM voice access to the corps telephone system. The battalion is capable of providing:

a. Troposcatter multichannel systems between the corps MAIN CP and up to five division designated headquarters.

b. Troposcatter multichannel terminal facilities at the MAIN CP to terminate a link to an adjacent corps.

c. Multichannel line-of-sight (LOS) systems to interconnect corps headquarters, corps TAC CP, COSCOM rear, five division (main) headquarters, separate brigade, ACR, three designated major subordinate units and the TACC.

d. Multichannel LOS repeaters to extend the range of corps multichannel systems.

e. RATT stations for operations in various corps nets.

f. DS-level maintenance of battalion C-E and COMSEC equipment.

g. RWI stations at the corps MAIN CP, TAC CP and COSCOM rear for FM access to the corps telephone system.

7. Structuring the force.

a. The corps signal brigade will be formed from existing AC assets, the organization of two AC battalions and the reorganization or activation of two RC battalions. Actions required include;

(1) HHC Signal Brigade (TOE 11-402H) will be activated in the AC. The unit will be organized at a decremented ALO 3 and

requires 110 spaces.

(2) Command Operations Battalion (TOE 11-405H) minus the support company (TOE 11-409H) which could be formed from the existing 176th Signal Company currently located at Ft Lewis, will be activated in the AC. The Additional manpower required is 369 spaces.

(3) Radio Battalion (TOE 11-425H) will be activated in the AC. Manpower requirements, at ALO 3, are 531 spaces.

b. The 58th Signal Battalion (Cable) (TOE 11-045G) is programmed for reorganization as a Cable and Wire Company (TOE 11-423H) under the EAD concept. This reorganization, at Ft Lewis, is to be at ALO 1 in the AC structure. This unit is recommended as the West Coast corps cable and wire Company.

c. The corps signal brigade (EAD) is authorized four Area Signal Battalions (TOE 11-415H) for wartime purposes. This is reduced to two Area Battalions during peacetime. There are no Area Signal Battalions available or programmed for activation in the AC. There are no RC Area Battalions in the Sixth Army area which can support this requirement. However, there are some Sixth Army units which could be reorganized to form two Area Battalions.

Corps Staffing

1. Corps MTOE.

a. One AC early-deploying corps HHC is organized at ALO 3 with AC manpower; raised to the equivalent of ALO 2 with RC IDT (Paid drill status) manpower; raised to the equivalent of ALO 1 with RC statutory tour (full-time) manpower, as follows:

<u>ALO</u>	<u>COMPONENT</u>	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>AGG</u>	<u>TOE REQUIRED</u>
3	AC	125	5	169	299	299
2	RC-IDT	15	-	29	44	343
1	RC-STAT	12	-	18	30	373

b. Two AC late-deploying corps HHC are organized at CADRE level with AC manpower; raised to the equivalent of ALO 3 with RC IDT (paid drill status) manpower; raised to the equivalent of ALO 2 with RC statutory tour (full-time) manpower, each as follows:

<u>ALO</u>	<u>COMPONENT</u>	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>AGG</u>	<u>TOE REQUIRED</u>
CADRE	AC	55	2	73	130	130
3	RC IDT	70	3	96	169	299
2	RC STAT	15	-	29	44	343

2. Peacetime Readiness for Rapid Mobilization TDA.

a. Each of the two existing corps and the three added corps are augmented by a TDA intended to assist the corps commander in the discharge of his responsibilities for RC management including mobilization, readiness, training supervision and evaluation during peacetime and to provide continuity by assuming command of the corps area when the corps headquarters deploys. Staffing of the PERFORM element is based on the RC units served and strength of RC in the corps area.

b. Using the known RC management structure establishes an AC-RC support ratio spread across nine Army Readiness Regions as follows:

Table 5-4
Present AC-RC Support Ratio

ARR	I	II	III	IV	V	VI	VII	VIII	IX
CONUSA HQ slice	169	129	123	164	182	154	144	189	230
ARR HQ slice	48	52	45	44	44	47	40	52	49
TOTAL HQ slice(a)	217	181	168	208	226	201	184	241	279
RC troop slice(b)	94.8	71.1	68.6	92.2	90.4	76.9	72.5	55.3	66.5
RATIO (a/b)	2.29	2.55	2.45	2.26	2.50	2.61	2.54	4.36	4.20

Each CONUSA HQ slice is based on a pro-rata share of the CONUSA staff dedicated to the RC troop density of each ARR within the CONUSA.

The nine ARR are eliminated and the CONUS reorganized into the five corps areas which approximate combinations of the ARR areas, with minor modifications. The corps area staffing slices are derived from the average of the TABLE 5-4 ratios, as follows: corps I (ARR I/II); corps II (ARR III/IV); corps III (ARR VII); corps IV (ARR V/VI); and corps V (ARR VIII/IX). TABLE 5-5 shows the AC-RC support ratio based on those averages.

Table 5-5
Corps Ratio

	MEADE I	BRAGG II	HOOD III	SHERIDAN IV	PSF V
RATIO <u>1/</u>	2.42	2.36	2.54	2.56	4.28 <u>3/</u>
Troop density (RC)	183.4	107.7	87.2	174.8	94.3
TDA required <u>2/</u>	444	254	221	447	404

1/ The average of the ratios for the included ARR as shown in TABLE I.

2/ Ratio multiplied by troop density.

3/ The bias evident in favor of the present Sixth US Army shown in TABLE I (ARR VIII and IX) and TABLE II (PSF/corps V) is a reflection of the wide geographic area and the inherent time-distance factors.

c. Using the strength figures from TABLE 5-5 a PERFORM TDA staff can be developed from the CONUSA staffing guide. Co-location of the PERFORM TDA with the corps HHC and the relationship between the two allows economies of scale during peacetime, as follows:

(1) The SGS on the corps staff functions for the PERFORM TDA also, eliminating the need for that section from the staffing guide.

(2) The functions of the Human Resources Office and Admin Services Division (staffing guide DCSPA) can be provided by the corps staff.

(3) The TDA staffing base from the above eliminations is:

CONUSA STAFFING GUIDE	464
(- SGS, HUMRO, Adm Svcs)	(33)
TDA STAFFING BASE	431

d. The early-deploying corps (III Corps, XVIII Abn Corps and one additional (West Coast) corps are heavily involved in command responsibilities for AC units. The TDA PERFORM elements are not further reduced for this reason. The two added late-deploying corps will not experience a similar AC involvement. The MEADE and SHERIDAN staffs (TDA) are based on the required ratio of staffing to RC units, reduced by 130 each, as noted in TABLE 5-6. The 130 spaces are the spaces used for the cadre-level TOE AC manpower. This reduction is possible in the MEADE and SHERIDAN TDA because both of these corps are essentially RC-oriented. The difference between the TDA staffing and the required level is filled by RC manpower to provide continuity upon mobilization and deployment of the corps HHC. TDA strengths are as follows:

Table 5-6
Corps Ratio, Staff to Base

	MEADE	SHERIDAN	PSF	BRAGG	HOOD
TDA slice (TABLE II)	444	447	404	254	221
Corps cadre	(130)	(130)	-	-	-
TDA augmentation BASE	314	317	404	254	221
RATIO (aug base/staff base <u>1</u> /	.73	.74	.94	.59	.51

1/ from paragraph c (3) above.

3. Using the preceding approach the TDA PERFORM element required for each corps can be developed. Civilian spaces are based on the number of spaces generated by other actions (reductions) in this alternative, including elimination of the CONUSA and the ARR.

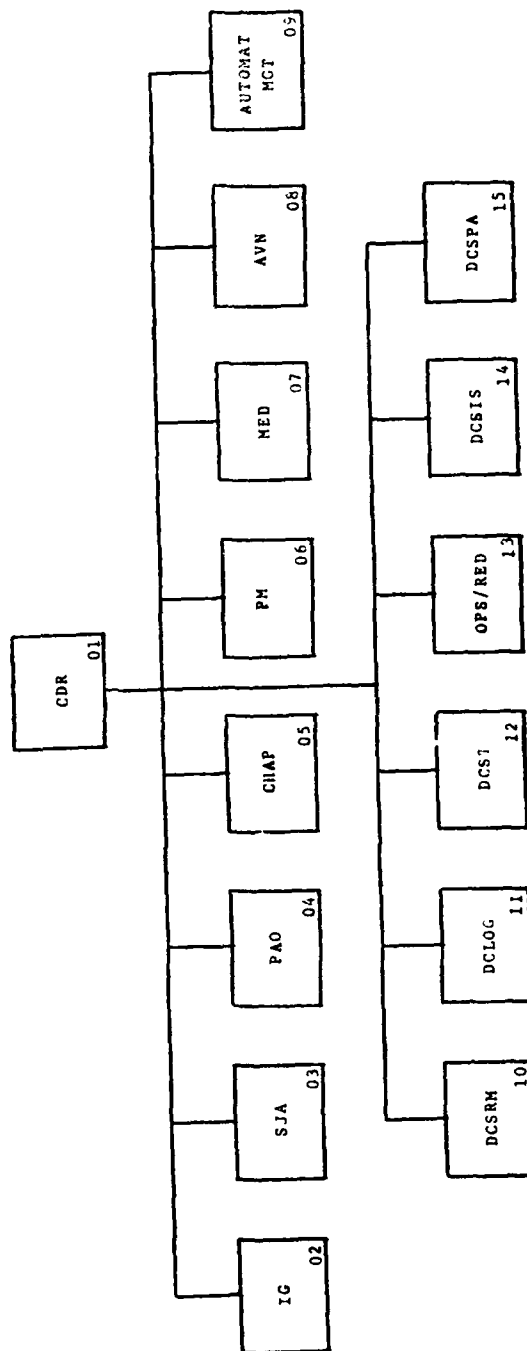
Table 5-7
Corps TDA

CORPS	OFF	WO	ENL	AGG	CIV	TOTAL
MEADE	71	3	60	134	180	314
BRAGG	50	3	30	83	174	257
HOOD	74	2	49	125	134	259
SHERIDAN	104	3	66	173	179	352
PSF	102	4	80	186	218	404
TOTAL	401	14	285	700	885	1585

The identity break (OFF, WO, ENL, CIV) is representative only. Actual staffing guide yardsticks are used to compute manpower for the Office of Testing and Evaluation (OTE) and the Command Logistics Review Team (CLRT) included in the above requirements.

f. In addition to the above requirements and increment of 5% is added to each TDA element for RC statutory Tour (full time) positions as staff officers (not advisors) to capitalize on RC expertise and to maintain continuity between AC and RC.

PEACETIME READINESS FOR RAPID MOBILIZATION TDA
ORGANIZATION CHART



PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES

PANA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMKS
									REQ	AUTH	
001	00	OFC CDR	MG	00800		GO	K		1	0	
001	01	CDR	MG	00800		GO	K		0	1	
001	02	DCDR	MG	00800		GO	K		1	0	INT
001	03	DCDR	MG	00800		GO	K		1	1	
001	04	ADC	03	11X00		IN	O		1	1	INT
001	05	ADC	02	11X00		IN	O		1	0	
001	06	CSM	E9	00250		NC	E		1	0	
001	07	SSM	E9	75250		NC	E		0	1	
001	08	ENL AIDE	E6	94840		NC	I		1	1	
001	09	NTR TRANS OPER	E6	64C30			I		1	1	
001	10	STENO	E6	71C30			I		1	0	
001	11	ENL AIDE	E5	94840		NC	I		1	0	
001	12	NTR TRANS OPER	E5	64C30			I		1	0	
001	13	SECY STENO	08	0031B		GS	C		1	1	
		Paragraph Total							11	6	
001A	00	OFC C OF S	06	11X00		IN	O		1	1	55
001A	01	C OF S	05	11X00		IN	O		1	1	55
001A	02	ASST C OF S	07	0031B		GS	C		1	1	
001A	03	SECY STENO							3	3	
		Paragraph Total									
001B	00	OFC SGS	05	42A00		AR	O		1	1	UT
001B	01	SGS	04	42A00		IN	O		1	0	
001B	02	ASST SGS	03	42A00		IN	O		1	1	UT
001B	03	ASST SGS	03	42A00		IN	O		1	0	
001B	04	PROTOCOL OFF	03	11X00		IN	O		1	0	
001B	05	GEN STAFF ADMIN	W0	712A0		AG	P		1	0	
001B	06	ADM SUPV	E8	71140		NC	E		1	0	
001B	07	ADM SPEC	E5	71120			I		1	1	
001B	08	STENO	E5	71C20			I		1	0	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
001B	09	SEC STENO	06	00318		GS	C		1	1	
001B	10	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							10	4	
002	00	OFC IC	06	11X00	5N	IN	O		1	1	XQ
002	01	IC				NC	I		1	1	
002	02	SSM	E9	71L50	24	NC	I		1	0	
002	03	ADMIN SUPV	E7	71L40		NC	I		1	0	
002	04	SECY STENO	E5	71C20		GS	C		1	1	
002	05	STENO	05	00312		GS	C		1	0	
002	06	CLK TYP	04	00322		GS	C		1	3	
		Paragraph Total							6	3	
002A	00	INVEST ASST OFC	05	13X00	5N	FA	O		1	1	VJ
002A	01	CH	05	13X00	5N	FA	O		1	1	UT
002A	02	INV ASST OFF	05	13X00	5N	FA	O		1	0	XJ
002A	03	INV ASST OFF	04	13X00		NC	I		1	1	
002A	04	CH INV ASST NCO	E8	71L50		NC	I		1	1	
002A	05	CLK STENO	04	00312		GS	C		1	4	
		Paragraph Total							5	4	
002B	00	GEN INSP BR	05	11X00	5N	IN	O		1	1	XJ
002B	01	CH	04	11X00	5N	IN	O		1	1	XJ
002B	02	OP OFF	04	11X00	5N	AR	O		9	6	UI(2) XJ
002B	03	IC	04			NC	I		1	1	
002B	04	INSP NCO	E9	71L50	24	NC	I		1	5	
002B	05	ASST INSP	E8	71L50		NC	I		10	0	
002B	06	AFM SUPV	E7	71L40		NC	I		1	1	
002B	07	SR CLK TYP	E5	71L20		NC	I		1	1	
002B	08	SEC STENO	05	00318		GS	C		1	1	
002B	09	MCT ANAL	05	00343		GS	C		3	2	
002B	10	CLK TYP	04	00322		GS	C		5	3	
		Paragraph Total							33	21	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	AUTH REQ	RMKS
003	00	OFC SJA	05	55A		JA	K		1	1	92
003	01	SJA				JA	K		1	0	92
003	02	ASST SJA	04	55A		JA	K		1	1	92 UH
003	03	ASST SJA	03	55A		JA	K		1	1	
003	04	CH LEGAL CLK	29	71D50		NC	I		1	1	
003	05	SECY STENO	05	00318		GS	C		1	1	
003	06	STENO	04	00312		GS	C		1	0	
		Paragraph Total							6	4	
004	00	PAO	05	11X46		IN	O		1	1	UH 96
004	01	PAO	04	46X00		AG	K		1	0	
004	02	ASST PAO	04	46A00		AR	O		1	1	
004	03	CDR INFO OFF	04	46A00		FA	O		1	0	
004	04	PUB INFO	04	46A00		IN	O		1	1	UH
004	05	CONM AFF OFF	04	46A00		NC	I		1	0	
004	06	PUB AFF SUPV	E8	84230		NC	I		1	0	
004	07	ASST PUB AFF SUPV	E6	71030		NC	I		1	1	
004	08	JOURNALIST	E5	71020			I		1	0	
004	09	JOURNALIST	E4	01020			I		1	0	
004	10	CLK TYP	E4	71110			I		1	0	
004	11	PUB INFO SP	11	01081		GS	C		2	1	
004	12	PUB INFO SP	09	01081		GS	C		2	1	
004	13	PUB INFO SPEC	05	01081		GS	C		2	1	
004	14	SLC STENO	05	00318		GS	C		1	1	
004	15	STENO	04	00312		GS	C		1	0	
		Paragraph Total							18	8	
005	00	OFC OF CHAP	05	56A		CH	K		1	0	92
005	01	CHAP	04	56A		CH	K		1	1	92
005	02	ASST CHAP	04	56A		NC	I		1	1	
005	03	CHAP ACTV SUPV	E8	71N50							

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RKS
									REQ	AUTH	
005	04	CHAP ACTV SP	E5	71M30		CS	I		1	0	
005	05	SECY STENO	05	00318			C		1	1	
		Paragraph Total							5	3	
006	00	OFC OF PH	05	31A		MP	K		1	0	92
006	01	PN	04	32A		MP	K		1	1	92
006	02	PL OP OFF	E8	95B40		NC	I		1	1	
006	03	OP SGT	E6	71L30		NC	I		1	0	
006	04	ADM SUPV	09	00080		GS	C		1	1	
006	05	PHYS SEC SP	04	00312		GS	C		1	1	
006	06	STENO	04	00322		GS	C		1	0	
006	07	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							7	4	
007	00	OFC STF MED ADV	05	67H		MS	K		1	0	92
007	01	STF MED ADV	04	67H		MS	K		1	1	92
007	02	PL OP OFF	04	67K		MS	K		1	1	
007	03	MED LOG MGT OFF	03	67A		MS	K		1	0	
007	04	HS OFF	E8	91B50		NC	I		1	1	
007	05	CR MED NCO	E5	71L20		NC	I		1	0	
007	06	ADM SPEC	05	00318		GS	C		1	1	
007	07	SEC STENO	05	00318		GS	C		1	1	
		Paragraph Total							7	4	
008	00	AVIATION OFC	05	15A		FA	O		1	1	55
008	01	CH	04	15A		TC	K		4	3	55TH(1)
008	02	AVN STAFF OFF	04	15A		IN	O		1	1	55
008	03	AVN SAFETY OFF	04	15A		AV	U		1	1	
008	04	AVN SAFETY OFF	04	100BQ		NC	I		1	1	
008	05	STD INST PILOT	E8	71F50		NC	I		1	1	
008	06	OP SGT	E7	67Z40		NC	I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		BMS
									REQ	AUTH	
008	07	ADMIN ASST	05	00301		GS	C		1	1	
008	08	CLK STENO	04	00312		GS	C		1	1	
008	09	STAT CLK	04	01531		GS	C		1	1	
		Paragraph Total							11	11	
009	00	AUTOMAT MGT OFC									
009	01	DIRECTOR	03	53C54			K		1	1	
009	02	ADP PL OP OFF	04	53C			K		1	1	
009	03	DATA PROC OP TECH	W0	741C			W		1	1	
009	04	ADP NCO	E8	74240		NC	I		1	1	
009	05	SYS ANAL PROG	E5	74F20			I		1	1	
009	06	PROGRAMER	E3	74F10			I		2	2	
009	07	COMPUTER SP	11	00334		GS	C		1	1	
009	08	CONF SYS ANAL	09	00334		GS	C		1	1	
009	09	COMPUTER SP	07	00334		GS	C		1	1	
009	10	CLK STENO	05	00312		GS	C		1	1	
009	11	COMP AID TYP	04	00335		GS	C		1	1	
		Paragraph Total							13	13	
010	00	DCSRM OFC									
010	01	BCSRM	06	45A		AR	O		1	1	55
010	02	ASST	05	45A		IN	O		1	0	55
010	03	OP RSCH SYS ANAL	04	49A		EN	K		1	1	55
010	04	FIN OP CH	E8	73240		NC	I		1	1	
010	05	AUDITOR	11	00510		GS	C		1	1	
010	06	ACCOUNTANT	09	00510		GS	C		1	1	
010	07	PGM ANAL	07	00345		GS	C		1	1	
010	08	SEC STENO	05	00318		GS	C		1	1	
		Paragraph Total							8	8	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		PWS
									REQ	AUTH	
010A	00	MGT SYS BR	04	45C		IN	O		1	1	
010A	01	CH	11	00343		CS	C		3	1	
010A	02	MGT ANAL	03	00322		CS	C		1	1	
010A	03	CLK TYP							5	3	
		Paragraph Total									
010B	00	FIN MGT BR	05	45A		FI	K		1	1	92 55
010B	01	CH	04	44A		FI	K		1	1	92 55
010B	02	FIN SVCS STP OFF	11	00560		CS	C		1	1	
010B	03	BUD OFF	09	00560		CS	C		3	2	
010B	04	BUD ANALYST	05	00501		CS	C		1	1	
010B	05	BUD CLK-TYP	05	00318		CS	C		1	1	
010B	06	SEC STENO	04	00322		CS	C		1	0	
010B	07	CLK TYP							9	7	
		Paragraph Total									
010C	00	MPR MGT BR	05	41A		IN	O		1	1	55
010C	01	CH	04	54A		AR	O		1	1	55
010C	02	FS DULP OFF	03	83A		FA	O		1	1	55
010C	03	ORG & EQUIP OFF	E8	75250	A3	NC	I		1	1	
010C	04	FD NCO	E7	75240	A3	NC	I		1	1	
010C	05	MPR UTIL NCO	11	00343		CS	C		1	1	
010C	06	MGT ANAL	09	00343		CS	C		6	4	
010C	07	MGT ANAL	05	03531		CS	C		1	1	
010C	08	STAT CLK	04	00322		CS	C		1	1	
010C	09	CLK TYP							14	12	
		Paragraph Total									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		RMS
									REQ	AUTH	
011	00	DCSLOG OFC	06	70A		QM	K		1	0	55
011	01	DCSLOG	05	93A		QM	K		1	1	55
011	02	ADCSLOG	E8	76240		NC	I		1	1	
011	03	CH LOG NCO	05	00318		GS	C		1	1	
011	04	SEC STENO	04	00312		GS	C		1	0	
011	05	CLK STENO							5	3	
		Paragraph Total									
011A	00	SUP SVC BR	05	83A		QM	K		1	1	55
011A	01	CH	04	83A		QM	K		1	0	55
011A	02	SUP STF OFF	04	92A		QM	K		1	1	55
011A	03	SUP MGT OFF	03	83A		QM	K		1	1	55
011A	04	SUP STF OFF	03	92A		QM	K		1	1	55
011A	05	INV CON OFF	W0	941A		QM	P		1	0	
011A	06	FOOD SVC ADV	E8	94840		NC	I		1	1	
011A	07	FOOD SVC SUPV	E8	96240		NC	I		1	1	
011A	08	CH SUP NCO	09	02010		GS	C		4	3	
011A	09	INV MGT SPEC	09	02003		GS	C		5	3	
011A	10	SUP MGT REP	05	00312		GS	C		1	1	
011A	11	CLK STENO	04	00322		GS	C		1	0	
011A	12	CLK TYP							19	13	
		Paragraph Total									
011B	00	PL OP MGT	05	70A		FA	O		1	0	55
011B	01	CH	04	94A54		TC	K		1	1	55
011B	02	PL OP OFF	04	92B		IN	O		1	1	55
011B	03	LOG READINESS OFF	03	92B		AR	O		1	0	55
011B	04	LOG READINESS OFF	E7	75240		NC	I		1	1	
011B	05	OP SGT	E7	71N40		NC	I		1	1	
011B	06	MVT NCO	11	00346		GS	C		2	1	
011B	07	LOG MGT SP									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	NOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011B	08	BUDGET ANAL	09	00560		GS	C		1	1	
011B	09	MGT ANALYST	09	00343		GS	C		1	0	
011B	10	PCM ANAL	09	00345		GS	C		1	1	
011B	11	LOG MGT SPEC	09	00346		GS	C		1	1	
011B	12	TFC MGT SPEC	09	02130		GS	C		3	2	
011B	13	STAT CLERK	05	01531		GS	C		1	1	
011B	14	CLK STENO	05	00312		GS	C		1	1	
011B	15	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							18	12	
011C	00	MAINT BR									
011C	01	CH	05	91A		OD	K		1	0	55
011C	02	MNT OFF	04	91A		OD	K		1	1	55
011C	03	MNT OFF	03	91A		QM	K		2	1	55
011C	04	MNT NCO	27	63240		NC	I		1	1	
011C	05	EQUIP SP GEN	09	01670		GS	C		4	2	
011C	06	CLK STENO	05	00312		GS	C		1	1	
011C	07	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							11	6	
011D	00	ENG OFC									
011D	01	CH ENG	05	21C		EN	K		1	1	96 55
011D	02	GEN ENG	04	21C		EN	K		1	0	96 55
011D	03	ENG OFC	03	21C		EN	K		1	1	96 55
011D	04	ENV SPEC	03	21B		EN	K		1	1	96 55-H
011D	05	EN TECH	03	21A		EN	K		1	0	96 55
011D	06	CIVIL ENCR	11	00810		GS	C		2	1	
011D	07	BUT ANAL	09	00560		GS	C		1	1	
011D	08	SEC STENO	05	00318		GS	C		1	1	
011D	09	CLK STENO	04	00312		GS	C		1	0	
		Paragraph Total							10	6	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND PORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASL/LIC	BR	ID	AMSC	STRENGTH		# of teams (3)	R.Y.S
									REQ	AUTH		
011E		CHD LOG RVW TH*	04	91A		OD	K				3	55
011E		TH CH	11	01670		GS	C				12	
011E	02	EQUIP SP GEN	09	01670		GS	C				1	
011E	03	EQUIP SP	05	01670		GS	C				1	
011E	04	EQUIP SP	05	01670		GS	C				1	
011E	05	CLK-TYPIST	05	00322		GS	C				2	
		Paragraph Total							11		18	
*Number of teams based on UNITS subject to evaluation.												
012	00	OFC DCST	06*	54A		IN	O		1		1	55
012	01	DCST	05	54A		FA	O		1		1	55
012	02	CH UNIT TNG	05	41A		AR	O		1		1	55
012	03	CH INDIV TNG	E8	11240		NC	I		1		1	
012	04	OP SGT	E7	11840		NC	I		1		1	
012	05	ASST OP SGT	E6	11830		NC	I		1		1	
012	06	ASST OP SGT	11	01712		GS	C		2		1	
012	07	TNG SP (UNIT)	09	01710		GS	C		1		1	
012	08	TNG SP(UNIT)	09	01712		GS	C		1		1	
012	09	EDUC SP	09	01710		GS	C		4		2	
012	10	TNG SP (INDIV)	05	00318		GS	C		1		1	
012	11	SECY STENO	04	00312		GS	C		1		0	
012	12	CLK STENO	04	00312		GS	C		2		1	
012	13	CLK TYP	04	00322		GS	C		22		14	
		Paragraph Total										

PROPOSED TDA
PRACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	AUTH	RMS
012A	00	OTEA	05	11A34		IN	0		1	1	55
012A	01	CH	04	11A34		IN	0		1	1	55
012A	02	OP OFF	04	13A54		FA	0		3	1	55
012A	03	TNG OFF	03	12A54		AR	0		8	4	55
012A	04	TNG OFF	03	12A54		AR	0		1	1	55
012A	05	OP TNG NCO	E7	11B40		NC	E		1	1	55
012A	06	CLERK	05	00301		GS	C		1	1	55
012A	07	CLK SIENO	D4	00312		GS	C		1	1	55
012A	08	CLK TYP	04	00322		GS	C		1	0	55
		Paragraph Total							17	9	
012B	00	NRC OFC	04	74A	SH	CM	K		1	1	55 92
012B	01	CH	03	74A	SH	CM	K		1	0	55 92
012B	02	OP TNG STP OFF	03	75C		OD	K		1	1	55 92
012B	03	SP AMMO OFF	E7	54E50		NC	I		1	1	55 92
012B	04	OP SGT	04	00322		GS	C		1	1	55 92
012B	05	CLK TYP	04	00322		GS	C		5	4	55 92
		Paragraph Total									
013	00	OFC DCSOP/READINESS	06	54A		IN	0		1	1	55
013	01	DCSOP/R	05	54A		AR	0		2	1	55
013	02	READINESS STP OFF	04	54A		FA	0		2	1	55
013	03	PLANS OFF	04	37A		SC	K		1	1	55 92
013	04	SIGNAL OFF	03	54A		IN	0		2	1	55
013	05	OPS/READ STP OFF	03	54A		PA	0		3	2	55
013	06	PLANS OFF	03	54A		SC	K		1	1	55 92
013	07	SIGNAL OFF	E8	11240		NC	E		1	1	55
013	08	CH OP NCO	E7	11B40		NC	E		2	1	55
013	09	OPS SGT	E7	31A60		NC	E		1	1	55
013	10	SIG NCO	E7	31A60		NC	E		1	1	55

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASL/LIC	BR	ID	ANSC	STRENGTH		RMS
									REQ	AUTH	
013	11	ADM SUPV	E6	71L30			I		1	1	
013	12	CLK TYP	E4	71L10			I		2	1	
013	13	COMPUTER SYS ANAL	11	00334		GS	C		1	1	
013	14	MIL PL SP	09	00301		GS	C		4	2	
013	15	OP STAFF SP	05	00301		GS	C		1	0	
013	16	CLK STENO	05	00312		GS	C		1	1	
013	17	TEL OPER	04	00382		GS	C		2	1	
013	18	CLK TYP	04	00322		GS	C		2	1	
013	19	TEL OP	04	00382		GS	C		1	1	
		Paragraph Total							31	20	
014	00	OFC DCSIS									
014	01	DCSIS	05	35B		MI	K		1	1	55 92
014	02	SECURITY OFF	04	36A		MI	K		1	1	55 92
014	03	INTEL PLANS OFF	04	35B		MI	K		1	1	55 92 JH
014	04	INTEL TNC OFF	04	35B	5M	MI	K		1	1	55 92
014	05	EW/CRYPTO SP OFF	03	37D		MI	K		1	1	55 92
014	06	CI OFF	W0	971A		MI	P		1	0	
014	07	INTEL SCT	E7	96B-0		NC	I		1	1	
014	08	EW/CRYPTO OP SCT	E7	98C40		NC	I		1	1	
014	09	INTEL SCT	E6	96B30		NC	I		1	1	
014	10	INTEL ANAL	E4	96B10			I		1	0	
014	11	INTEL OP SP	09	00132		CS	C		1	0	
014	12	SECURITY SP	05	00080		GS	C		12	1	
014	13	SEC STENO	05	00318		GS	C		1	1	
014	14	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							15	8	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		RMS
									REQ	AUTH	
015	00	QFC DCSPA	06	41A42		IN	0		1	1	55
015	01	DCSPA	05	41A42		AG	K		1	0	55 92
015	02	ASST DCSPA	04	41B		AG	K		1	1	UH
015	03	RCTG RETENT OFF	04	73240		NC	I		1	1	
015	04	PERS MGT NCO	08	73240		GS	C		1	1	
015	05	SAFETY MGR	09	00018		GS	C		1	1	
015	06	MIL PERS MGT SP (R&R)	09	00205		GS	C		1	1	
015	07	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							7	6	
015A	00	ORG EFF STAFF OFF	04	41A	5B	IN	0		1	0	55
015A	01	ED TNG RR/EO OFF	03	41A		IN	0		1	1	55
015A	02	RR/EO SR SGT	05	00040		NC	I		1	0	
015A	03	EQUAL OPPOR SP	05	00160		GS	C		1	0	
015A	04	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	2	
015B	00	ADMIN SVCS	04	42A		AG	K		1	1	92
015B	01	CR ADM SVCS	03	42A		AG	K		1	1	92
015B	02	ADM OFF	03	71140		AG	K		1	1	
015B	03	ADM NCO	05	71120	75	NC	I		1	1	
015B	04	ADM SP	03	71110	75				1	0	
015B	05	MAIL DEL CLK	03	71110					2	1	
015B	06	ORDERS CLK	09	00344		GS	C		1	0	
015B	07	MGT TECH	05	00301		GS	C		1	1	
015B	08	CLK	05	00305		GS	C		1	0	
015B	09	MAIL FILE SUPV	05	00305		GS	C		1	1	
015B	10	CLK	04	00301		GS	C		1	1	
015B	11	FILE CLK	04	00305		GS	C		1	1	
015B	12	MESSENGER	03	00302		GS	C		2	0	
		Paragraph Total							14	8	

5-7-1-13

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015C	00	PERS PLANS & MGT	04	41A		IN	0		1	1
015C	01	CH	03	41A		AG	K		1	1
015C	02	PERS STAFF OFF	03	75240		NC	I		1	1
015C	03	PERS MGT SUPV	03	75240		NC	I		1	1
015C	04	PERS ST MGT	03	75240		NC	I		1	1
015C	05	PERS ACT SP	03	75240	W5	NC	I		1	1
015C	06	MIL PERS MGT SP	11	00205		CS	C		1	1
015C	07	MIL PERS TECH	07	00204		CS	C		1	1
015C	08	MIL PERS TECH	05	00204		CS	C		1	1
015C	09	MIL PERS CLK	05	00204		CS	C		1	1
015C	10	CLK STENO	04	00312		CS	C		1	1
015C	11	MIL PERS CLK	04	00204		CS	C		1	1
		Paragraph Total							11	7
015D	00	PERS ADMIN MR	04	42A		FA	Q		1	1
015D	01	PERS ADMIN OFF	03	42A		AG	K		1	1
015D	02	PERS ACTION OFF	03	75240		NC	I		1	1
015D	03	PERS MGT SUPV	03	75240		NC	I		1	1
015D	04	SUPV MIL PERS MGT SP	11	00205		CS	C		1	1
015D	05	MIL PERS TECH/OFF	09	00204		CS	C		1	1
015D	06	MIL PERS TECH/ENL	09	00204		CS	C		1	1
015D	07	MIL PERS TECH	05	00204		CS	C		1	1
015D	08	MIL PERS CLK	04	00204		CS	C		1	1
015D	09	MIL PERS CLK (TYP)	03	00204		CS	C		1	1
015D	10	MIL PERS CLK	03	00204		CS	C		1	1
		Paragraph Total							25	13

5-7-1-14

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015P	00	RES PERS CNTL	04	41A5B		AC	K		1	1
015C	01	CH	E7	75240		NC	I		1	1
015E	02	C. DATA ANAL SP	09	00204		GS	C		1	0
015E	03	SUPV MIL PERS TECH	07	00204		GS	C		1	1
015E	04	MIL PERS TECH	05	00204		GS	C		2	1
015E	05	MIL PERS CLK (TYP)	05	00204		GS	C		1	0
015E	06	STAT CLK	05	01531		GS	C		1	2
015E	07	MIL PERS CLK (TYP)	J4	00204		GS	C		1	1
015E	08	SUPV DATA TRANSCRIBER	04	00356		GS	C		1	1
015E	09	STAT CLK	04	01531		GS	C		1	0
015E	10	DATA TRANSCRIBER	04	00356		GS	C		2	1
015E	11	MIL PERS CLK	03	00204		GS	C		3	2
015E	12	DATA TRANSCRIBER	03	00356		GS	C		20	11
		Paragraph Total								
		TOTAL TDA								
		OTHER THAN ARMY								

TEMPORARY PART TIME

REMARKS:

UH PL 265 POS AUTH
XJ DTL IC
XQ PERS STF CG
55 GENERAL STAFF WITH TROOPS
92 BRANCH MATERIAL REQUIREMENT
96 VALIDATED AERB POSITION

5-7-1-15

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
III CORPS AND FORT HOOD
SECTION II PERSONNEL ALLOWANCES (cont'd)

PANA	LINE	DESCRIPTION	GR	MOS	ASL/LIC	PR	ID	AMEC	STRENGTH	
									REQ	AUTH
		ASI/LIC:								
		F5 POSTAL OPERATIONS QUALIFIED								
		W5 SIDPERS DATA ANALYSIS								
		Z4 IG NCO QUALIFIED								
		1Q QUALIFIED TO FLY CH-47								
		1Q QUALIFIED TO FLY BOTH RW AND FW AIRCRAFT								
		1S QUALIFIED TO PLAN AND DEVELOP AVIATION SAFETY ACTIVITIES								
		1T QUALIFIED AS RW AND FW FLIGHT EXAMINERS								
		2E QUALIFIED TO FLY U-8								
		5H QUALIFIED FOR NUCLEAR AND CHEMICAL WEAPONS TARGET ANALYSIS A								
		ND NUCLEAR VULNERABILITY ASSESSMENTS								
		5H STAFF OFFICER IN COMBAT, COMBAT SUPPORT BN, BDE, GP, DIV OR.								
		CORPS. QUALIFIED IN ELECTRONIC WARFARE								
		5N QUALIFIED AND DETAILED AS INSPECTOR GENERAL PER AR 20-1								
		5Z OFFICER - ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER QUALIFIED								
		IN ADVANCED MANAGEMENT AND BEHAVIORAL SCIENCE SKILLS AND								
		TECHNIQUES								
		WARRANT OFFICER - FIELD ARTILLERY MISSILE								
		SYSTEM SERGEANT QUALIFIED								
		RECAPITULATION BY IDENTITY GROUP								
		MILITARY								
		OFFICERS-AC (RC/265 not in total)								
		WARRANT OFFICERS								
		ENLISTED								
		TOTAL MILITARY								
		CIVILIAN - DIRECT HIRE								
		GENERAL SCHEDULE								
		TOTAL CIVILIANS - DIRECT HIRE								
		TOTAL TDA								

SPAN OF CONTROL/INTEREST

III CORPS

FT HOOD

AC

89 MP GP
11 AD BDE^{1/}

III CORPS FA^{1/}
13 COSCOM

6 ACCB
3 ACR

1 CAV DIV
2 AR DIV
5 INF DIV (M)

USAR

122 ARCOM

90 ARCOM

95 TNG DIV

420 EN BDE
75 MAC

ARNG^{2/}

AR
LA
MS

STARC: TX
NM
OK

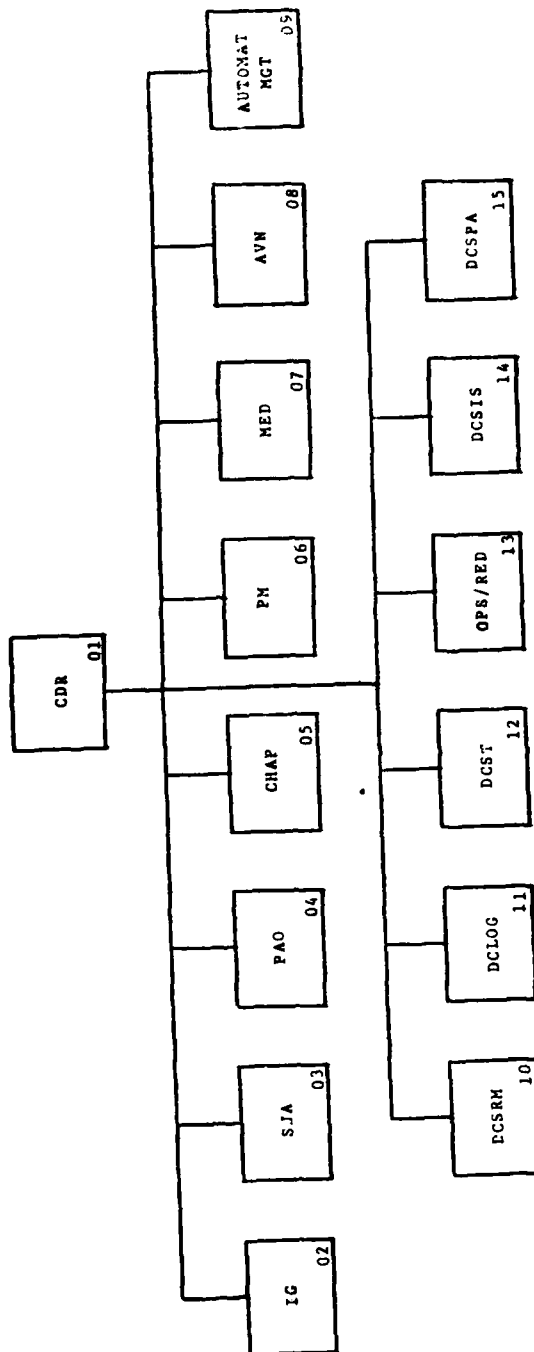
111 AD BDE
155 AR BDE
256 IN BDE

45 IN BDE
49 AR DIV
110 AD BDE

^{1/} COMMAND EXERCISED THROUGH TRADOC INSTALLATION COMMANDER

^{2/} TRAINING SUPERVISION AND MOBILIZATION PLANNING.

PEACETIME READINESS FOR RAPID MOBILIZATION TDA
ORGANIZATION CHART



TAB 2 to Incl 7

5-7-2-1

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
001	00	OFC CDR	MG	00800		GO	K		1	0	
001	01	CDR	MG	00800		GO	K		0	1	
001	02	DCDR	MG	00800		GO	K		1	0	1DT
001	03	DCDR	MG	00800		GO	K		1	0	
001	04	ADC	03	11X00		IN	O		1	1	1DT
001	05	ADC	02	11X00		IN	O		1	0	
001	06	ADC	02	11X00		IN	O		1	0	
001	07	SSM	E9	00730		NC	E		1	0	
001	08	ENL AIDE	E9	75250		NC	E		0	1	
001	09	ENL AIDE	E6	94840		NC	I		1	0	
001	10	NTR TRANS OPER	E6	64C30		NC	I		1	0	
001	11	STENO	E6	71C30		NC	I		1	0	
001	12	ENL AIDE	E5	94840		NC	I		1	0	
001	13	MTA TRANS OPER	E5	64C30		NC	I		1	0	
001	14	SECY STENO	08	0031B		GS	C		1	1	
		Paragraph Total							11	5	
001A	00	OFC C OF S	06	11X00		IN	O		1	0	55
001A	01	C OF S	05	11X00		IN	O		1	1	55 UN
001A	02	ASST C OF S	07	0031B		GS	C		1	1	
001A	03	SECY STENO	07	0031B		GS	C		3	2	
		Paragraph Total									
001B	00	OFC SGS	05	42A00		AR	O		1	1	UN
001B	01	SGS	04	42A00		IN	O		1	0	
001B	02	ASST SGS	03	42A00		IN	O		1	1	UN
001B	03	ASST SGS	03	42A00		IN	O		1	0	
001B	04	PROTOCOL OFF	03	11X00		IN	O		1	0	
001B	05	GEN STAFF ADMIN	W0	712A0		AC	P		1	0	
001B	06	ADM SUPV	E8	71140		NC	E		1	0	
001B	07	ADM SPEC	E5	71120		NC	E		1	1	
001B	08	STENO	E5	71C20		NC	E		1	0	

PROPOSED TDA
PRACTICE READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	NOS	ASI/LIC	BR	ID	AMSC	STRENGTH		REKS
									REQ	AUTH	
001B	09	SEC STENO	06	00318		GS	C		1	0	
001B	10	CLK TYP	04	00322		GS	C		10	2	
		Paragraph Total									
002	00	OFC IG	06	11X00	5N	IN	O		1	1	X2
002	01	IC				MC	I		1	1	
002	02	SSM	E9	71150	24	NC	I		1	0	
002	03	ADMIN SUPV	E7	71140		NC	I		1	0	
002	04	SECY STENO	E5	71C20		GS	C		1	1	
002	05	STENO	E5	00312		GS	C		1	1	
002	06	CLK TYP	04	00322		GS	C		6	4	
		Paragraph Total									
002A	00	INVEST ASST OFC	05	13X00	5N	FA	O		1	1	XJ
002A	01	CH	05	13X00	5N	FA	O		1	0	XJ
002A	02	INV ASST OFF	04	13X00	5N	FA	O		1	1	XI
002A	03	INV ASST OFF	04	13X00		NC	I		1	1	
002A	04	CH INV ASST NCO	E8	71150		NC	I		1	1	
002A	05	CLK STENO	04	00312		GS	C		5	4	
		Paragraph Total									
002B	00	GEN INSP BN	05	11X00	5N	IN	O		1	1	XJ
002B	01	CH	04	11X00	5N	IN	O		1	1	XJ
002B	02	OP OFF	04	11X00	5N	AR	O		9	4	C (2) XJ
002B	03	IC	04		5N	NC	I		1	1	
002B	04	INSP NCO	E9	71150	24	NC	I		10	4	
002B	05	ASST INSP	E8	71150		NC	I		1	0	
002B	06	ADM SUPV	E7	71140		NC	I		1	0	
002B	07	SR CLK TYP	E5	71120		GS	C		1	1	
002B	08	SEC STENO	05	00318		GS	C		3	3	
002B	09	MGT ANAL	05	00343		GS	C		5	4	
002B	10	CLK TYP	04	00322					33	19	
		Paragraph Total									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		REMARKS
									REQ	AUTH	
003	00	OFC SJA	05	55A		JA	K		1	1	92
003	01	SJA	04	55A		JA	K		1	0	92
003	02	ASST SJA	03	55A		JA	K		1	1	92 UH
003	03	ASST SJA	03	55A		JA	K		1	1	92 UH
003	04	CH LEGAL CLK	E9	71D50		NC	I		1	1	
003	05	SECY STENO	05	00318		CS	C		1	1	
003	06	STENO	04	00312		CS	C		1	1	
		Paragraph Total							6	5	
004	00	PAO	05	11X46		IN	O		1	0	UH 96
004	01	PAO	04	46A00		AC	K		1	0	
004	02	ASST PAO	04	46A00		AR	J		1	1	
004	03	CLK INFO OFF	04	46A00		FA	O		1	0	
004	04	PUB INFO	04	46A00		FA	O		1	1	UH
004	05	COM: AFF OFF	04	46A00		IN	O		1	1	
004	06	PUB AFF SUPV	E8	84250		NC	I		1	0	
004	07	ASST PUB AFF SUPV	E6	71030		NC	I		1	1	
004	08	JOURNALIST	E5	71020			I		1	1	
004	09	JOURNALIST	E4	01020			I		1	0	
004	10	CLK TYP	E4	71110			I		1	1	
004	11	PUB INFO SP	11	01081		GS	C		2	2	
004	12	PUB INFO SP	09	01081		GS	C		2	2	
004	13	PUB INFO SPEC	05	01081		GS	C		2	2	
004	14	SEC STENO	05	00318		GS	C		1	1	
004	15	STENO	04	00312		GS	C		1	1	
		Paragraph Total							18	10	
005	00	OFC OF CHAP	05	56A		CH	K		1	0	92
005	01	CHAP	04	56A		CH	K		1	1	92
005	02	ASST CHAP	E8	71M50		NC	I		1	0	
005	03	CHAP ACTV SUPV									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	PR	ID	ANSC	STRENGTH		RMS
									REQ	AUTH	
003	04	CHAP ACTIV SP	E5	71M30		GS	I		1	0	
005	05	SECY STENO	05	00318			C		1	1	
		Paragraph Total							5	2	
006	00	OFC OF PM	05	31A		MP	K		1	0	92
006	01	PM	04	31A		MP	K		1	1	92
006	02	P1 OP OFF	04	95B40		NC	I		1	0	
006	03	OP SGT	E8	71L30		NC	I		1	0	
006	04	ADM SUPV	E6	71L30		GS	C		1	1	
006	05	PHYS SEC SP	09	00080		GS	C		1	1	
006	06	STENO	04	00312		GS	C		1	0	
006	07	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							7	3	
007	00	OFC STF MED ADV	05	67H		MS	K		1	0	92
007	01	STF MED ADV	04	67H		MS	K		1	1	92
007	02	PL OP OFF	04	-67K		MS	K		1	1	
007	03	MED LOG MGT OFF	03	67A		MS	K		1	0	
007	04	HS OFF	03	91B50		NC	I		1	1	
007	05	CH MED NCO	E8	71L20		NC	I		1	0	
007	06	ADM SPEC	E5	71L20		GS	C		1	1	
007	07	SEC STENO	05	00318		GS	C		1	4	
		Paragraph Total							7		
008	00	AVIATION OFC	05	15A	1Q	FA	O		1	1	55
008	01	CH	04	15A	1Q	TC	K		4	2	55TH(1)
008	02	AVN STAFF OFF	04	15A	1S/1Q	IN	O		1	1	55
008	03	AVN SAFETY OFF	W0	100BQ	1C/2E	AV	W		1	1	
008	04	AVN SAFETY OFF	E8	71P50		NC	I		1	0	
008	05	STD INST PILOT	E7	672A0		NC	I		1	1	
008	06	OP SCT									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, PORT BRAGE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	POS	ASI/LIC	BR	ID	AMSC	STRENGTH		EXSS
									REQ	AUTH	
008	07	ADMIN ASST	05	00301		GS	C		1	1	
008	08	CLK STENO	04	00312		GS	C		1	1	
008	09	STAT CLK	04	01531		GS	C		1	1	
		Paragraph Total							11	9	
009	00	AUTOMAT MGT OFC									
009	01	DIRECTOR	05	53C54			K		1	1	
009	02	ADP PL OP OFF	04	53C			K		1	0	
009	03	DATA PROC OP TECH	W0	741C			W		1	1	
009	04	ADP NCO	E8	74240		NC	I		1	1	
009	05	SYS ANAL PROG	E5	74F20			I		2	1	
009	06	PROGRAMMER	E3	74F10			I		2	0	
009	07	COMPUTER SP	11	00334		GS	C		1	1	
009	08	COMP SYS ANAL	09	00334		GS	C		1	1	
009	09	COMPUTER SP	07	00334		GS	C		1	1	
009	10	CLK STENO	05	00312		GS	C		1	1	
009	11	COMP AID TYP	04	00335		GS	C		1	1	
		Paragraph Total							13	9	
010	00	DCSRM OFC									
010	01	DCSRM	06	45A		AR	O		1	1	55
010	02	ASST	05	45A		IN	O		1	0	55
010	03	OP RSCH SYS ANAL	04	49A		EN	K		1	1	55
010	04	FIN OP CH	E8	73240		NC	I		1	0	
010	05	AUDITOR	11	00510		GS	C		1	1	
010	06	ACCOUNTANT	09	00510		GS	C		1	1	
010	07	PGH ANAL	07	00345		GS	C		1	1	
010	08	SEC STENO	05	00318		GS	C		1	1	
		Paragraph Total							8	6	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH	
									REQ	ALTH
010A	00	MGT SYS BR	04	45C		IN	O		1	1
010A	01	CH				GS	C		3	2
010A	02	MGT ANAL	11	00343		GS	C		1	1
010A	03	CLK TYP	05	00322		GS	C		5	4
		Paragraph Total								
010B	00	FIN MGT BR	05	45A		FI	K		1	92 55
010B	01	CH	04	44A		FI	K		1	0 92 55
010B	02	FIN SVCS STP OFF	11	00560		GS	C		1	1
010B	03	BUD OFF	09	00560		GS	C		3	3
010B	04	BUD ANALYST	05	00501		GS	C		1	1
010B	05	BUD CLK-TYP	05	00318		GS	C		1	1
010B	06	SEC STENO	05	00318		GS	C		1	1
010B	07	CLK TYP	04	00322		GS	C		1	1
		Paragraph Total							9	8
010C	00	NPR MGT BR	05	41A		IN	O		1	55
010C	01	CH	04	54A		AR	O		1	0 55
010C	02	FS DVL P OFF	03	83A		FA	O		1	0 55
010C	03	ORG & EQUIP OFF	E8	75250	A3	NC	I		1	1
010C	04	FD NCO	E7	75240	A3	NC	I		1	0
010C	05	NPR UTIL NCO	11	00343		GS	C		1	1
010C	06	MGT ANAL	09	00343		GS	C		6	6
010C	07	MGT ANAL	05	01531		GS	C		1	1
010C	08	STAT CLK	04	00322		GS	C		1	1
010C	09	CLK TYP				GS	C		14	11
		Paragraph Total								

5-7-2-7

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PAPA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011	00	DCSLOG OFC	06	70A		QM	K		1	0	55
011	01	DCSLOG	05	93A		QM	K		1	1	55
011	02	ADCSLOG	05	93A		QM	K		1	1	55
011	03	CH LOG NCO	05	76240		NC	I		1	1	55
011	04	SEC STENO	05	00318		GS	C		1	1	55
011	05	CLK STENO	04	00312		GS	C		1	1	55
		Paragraph Total							5	4	
011A	00	SUP SVC BR	05	83A		QM	K		1	0	55
011A	01	CH	04	83A		QM	K		1	0	55
011A	02	SUP STF OFF	04	92A		QM	K		1	1	55
011A	03	SUP MGT OFF	03	83A		QM	K		1	0	55
011A	04	SUP STF OFF	03	83A		QM	K		1	0	55
011A	05	INV CON OFF	03	92A		QM	K		1	1	55
011A	06	FOOD SVC ADV	W0	941A		QM	P		1	1	55
011A	07	FOOD SVC SUPV	W0	94B40		NC	I		1	1	55
011A	08	CH SUP NCO	05	96240		GS	C		1	1	55
011A	09	INV MGT SPEC	09	02010		GS	C		1	1	55
011A	10	SUP MGT REP	09	02003		GS	C		1	1	55
011A	11	CLK STENO	05	00312		GS	C		1	1	55
011A	12	CLK TY	04	00322		GS	C		1	1	55
		Paragraph Total							19	15	
011B	00	PL OP MGT	05	70A		FA	O		1	0	55
011B	01	CH	04	94A54		TC	K		1	1	55
011B	02	PL OP OFF	04	92B		IN	O		1	1	55
011B	03	LOG READINESS OFF	03	92B		AR	O		1	0	55
011B	04	LOG READINESS OFF	03	92B		AR	O		1	0	55
011B	05	OP SGT	07	75240		NC	I		1	1	55
011B	06	MVT NCO	07	71N40		NC	I		1	1	55
011B	07	LOG MGT SP	11	00346		CS	C		2	1	55

PROPOSED TDA
PRACTICE READINESS FOR RAPID MOBILIZATION (PERFORM)
VIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	HOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011B	08	BUDGET ANAL	09	00360		GS	C		1	1	
011B	09	HGT ANALYST	09	00343		GS	C		1	1	
011B	10	PCM ANAL	09	00345		GS	C		1	1	
011B	11	LOC HGT SPEC	09	00346		GS	C		1	1	
011B	12	TFC HGT SPEC	09	02130		GS	C		3	2	
011B	13	STAT CLERK	05	01531		GS	C		1	1	
011B	14	STAT STENO	05	00312		GS	C		1	1	
011B	15	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							18	13	
011C	00	MAINT BR									
011C	01	CH	05	91A		OD	K		1	0	55
011C	02	WRT OFF	04	91A		OD	K		1	1	55
011C	03	WRT OIF	03	91A		QM	K		2	0	55
011C	04	HNT NCO	E7	63240		NC	I		1	1	
011C	05	EQUIP SP CEM	09	01670		GS	C		4	3	
011C	06	CLK STENO	05	00312		GS	C		1	1	
011C	07	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							11	7	
011D	00	ENG OFC									
011D	01	CH ENG	05	21C		EN	K		1	0	55
011D	02	GEN ENG	04	21C		EN	K		1	0	55
011D	03	ENG OFC	03	21C		EN	K		1	1	55
011D	04	ENV SPEC	03	21B		EN	K		1	1	55
011D	05	EN TECH	03	21A		EN	K		1	0	55
011D	06	CIVIL ENGR	11	00810		GS	C		2	2	
011D	07	BUD ANAL	09	00560		GS	C		1	1	
011D	08	SEC STENO	05	00318		GS	C		1	1	
011D	09	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							10	7	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		# of teams (4)	REQ	AUTH	UNES
									REQ	AUTH				
011E		CMD LOC RVW TH*	04	91A		OD	K				1	1	4	55
011E		TM CH	11	01670		GS	C				4	1	16	
011E	02	EQUIP SP CEN	09	01670		GS	C				1	1	1	
011E	03	EQUIP SP	05	01670		GS	C				3	3	3	
011E	04	EQUIP SP	05	01670		GS	C				2	2	2	
011E	05	CLK-TYPIST	05	00322		GS	C				11	11	26	
		Paragraph Total												
*Number of teams based on UNITS subject to evaluation.														
012	00	OFC DCST	06	54A		IN	O				1	1	1	55
012	01	DCST	05	54A		FA	O				1	1	1	55
012	02	CH UNIT TNG	05	41A		AR	O				1	1	0	55
012	03	CH INDIV TNG	05	11740		NC	I				1	1	1	
012	04	OP SGT	E8	11840		NC	I				1	1	0	
012	05	ASST OP SGT	E7	11830		NC	I				1	1	0	
012	06	ASST OP SGT	E6	01712		GS	C				2	2	1	
012	07	TNG SP (UNIT)	11	01712		GS	C				5	5	5	
012	08	TNG SP(UNIT)	09	01712		GS	C				1	1	1	
012	09	EDUC SP	09	01710		GS	C				4	4	4	
012	10	TNG SP (INDIV)	09	01712		GS	C				1	1	1	
012	11	SECY STENO	05	00318		GS	C				1	1	1	
012	12	CLK STENO	04	00312		GS	C				2	2	1	
012	13	CLK TYP	04	00322		GS	C				22	22	17	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
012A	00	OTEA								
012A	01	CH	05	11A54		IN	0		1	55
012A	02	OP OFF	04	11A54		IN	0		1	55
012A	03	TNG OFF	04	13A54		FA	0		3	55
012A	04	TNG OFF	03	12A54		AR	0		8	55
012A	05	OP TNG NCO	E7	11B40		NC	E		1	
012A	06	CLERK	05	00301		CS	C		1	
012A	07	CLK STENO	D4	00312		GS	C		1	
012A	08	CLK TYP	04	00322		CS	C		1	
		Paragraph Total							17	
012B	00	NBC OFC								
012B	01	CH	04	74A	5H	CM	K		1	55 92
012B	02	OP TNG STP OFF	03	74A	5H	CM	K		1	55 92
012B	03	SP AMMO OFF	03	75C		OD	K		1	55 92
012B	04	OP SGT	E7	54E50		NC	I		1	
012B	05	CLK TYP	04	00322		CS	C		1	
		Paragraph Total							5	
013	00	OFC DCSOP/READINESS								
013	01	DCSOP/R	06	54A		IN	0		1	55
013	02	READINESS STP OFF	05	54A		AR	0		2	55
013	03	PLANS OFF	04	54A		FA	0		2	55
013	04	SIGNAL OFF	04	37A		SC	K		1	55 92
013	05	OPS/READ STP OFF	03	54A		IN	0		2	55
013	06	PLANS OFF	03	54A		FA	0		3	55
013	07	SIGNAL OFF	03	37A		SC	K		1	55 92
013	08	CH OP NCO	E8	11B40		NC	E		1	
013	09	OPS SGT	E7	11B40		NC	E		2	
013	10	SIG NCO	E7	31A40		NC	I		1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		REQ	AUTH	RUCS
									REQ	ACT			
013	11	ADM SUPV	E6	71L30			I			1	1		
013	12	CLK TYP	E4	71L10			I			1	1		
013	13	COMPUTER SYS ANAL	11	00334		GS	C			1	1		
013	14	MIL PL SP	09	00301		GS	C			4	4		
013	15	OP STAFF SP	05	00301		GS	C			1	1		
013	16	CLK STENO	05	00312		GS	C			1	1		
013	17	TEL OPER	04	00382		GS	C			2	2		
013	18	CLK TYP	04	00322		GS	C			2	2		
013	19	TEL OP	04	00382		GS	C			1	1		
		Paragraph Total								31	17		
014	00	OFC DCSIS	05	35B		MI	K			1	1		55 52
014	01	DCSIS	04	36A		MI	K			1	1		55 52
014	02	SECURITY OFF	04	35B		MI	K			1	0		55 52
014	03	INTEL PLANS OFF	04	35B	SM	MI	K			1	1		55 52
014	04	INTEL TNC OFF	04	35B		MI	K			1	1		55 52
014	05	EM/CRYPTO SP OFF	03	37D		MI	K			1	0		55 52
014	06	CI OFF	W0	971A		MI	P			1	0		55 52
014	07	INTEL SCT	E7	96B40		NC	I			1	1		
014	08	EM/CRYPTO OP SGT	E7	98C40		NC	I			1	0		
014	09	INTEL SCT	E6	96B30		NC	I			1	0		
014	10	INTEL ANAL	E4	96B10			I			1	0		
014	11	INTEL OP SP	09	00132		GS	C			1	1		
014	12	SECURITY SP	05	00080		GS	C			2	1		
014	13	SEC STENO	05	00318		GS	C			1	1		
014	14	CLK TYP	04	00322		GS	C			1	0		
		Paragraph Total								15	6		

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		R.M.S
									REQ	AUTH	
015	00	OFC DCSPA	06	41A42		IN	O		1	1	55
015	01	DCSPA	05	41A42		AG	K		0	0	55 92
015	02	ASST DCSPA	04	41B		AG	K		1	1	CH
015	03	RCTG RETENT OFF	08	75240		NC	I		1	1	
015	04	PERS MGT NCO	09	00018		GS	C		1	1	
015	05	SAFETY MGR	09	00018		GS	C		1	1	
015	06	MIL PERS MGT SP (M&R)	09	00205		GS	C		1	1	
015	07	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							7	5	
015A	00	ORG EFF STAFF OFF	04	41A	5B	IN	O		1	0	55
015A	01	ED TNG RR/EO OFF	03	41A		IN	O		1	0	55
015A	02	RR/EO SR SGT	07	00040		NC	I		1	0	
015A	03	EQUAL OPFOR SP	05	00160		GS	C		1	0	
015A	04	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	1	
015B	00	ADMIN SVCS	04	42A		AG	K		1	1	92
015B	01	CH ADM SVCS	03	42A		AG	K		1	1	92
015B	02	ADM OFF	07	71L40		NC	I		1	1	
015B	03	ADM NCO	05	71L20	F5				1	0	
015B	04	ADM SP	03	71L10	F5				1	1	
015B	05	MAIL DEL CLK	03	71L10					1	1	
015B	06	ORDERS CLK	09	00344		GS	C		1	0	
015B	07	MGT TECH	05	00301		GS	C		1	1	
015B	08	CLK	05	00305		GS	C		1	0	
015B	09	MAIL FILE SUPV	04	00301		GS	C		1	1	
015B	10	CLK	04	00301		GS	C		1	1	
015B	11	FILE CLK	04	00305		GS	C		1	1	
015B	12	MESSENGER	03	00302		GS	C		2	0	
		Paragraph Total							14	7	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015C	00	PERS PLANS & MGT	04	41A		IN	O		1	1
015C	01	CH	03	41A		AG	K		1	1
015C	02	PERS STAFF OFF	E8	73240		NC	I		1	1
015C	03	PERS MGT SUPV	E7	73240		NC	I		1	1
015C	04	PERS ST NCO	E3	73110	WS	NC	I		1	0
015C	05	PERS ACT SP	11	00205		CS	C		1	0
015C	06	MIL PERS MGT SP	07	00204		GS	C		1	0
015C	07	MIL PERS TECH	05	00204		GS	C		1	0
015C	08	MIL PERS TECH	05	00204		GS	C		1	0
015C	09	MIL PERS CLK	04	00312		GS	C		1	1
015C	10	CLK STENO	04	00312		GS	C		1	1
015C	11	MIL PERS CLK	04	00204		GS	C		1	0
		Paragraph Total							11	6
015D	00	PERS ADMIN BR	04	42A		FA	O		1	1
015D	01	PERS ADMIN OFF	03	42A		AG	K		1	0
015D	02	PERS ACTION OFF	E7	73240		NC	I		1	0
015D	03	PERS MGT SUPV	11	00205		GS	C		1	0
015D	04	SUPV MIL PERS MGT SP	09	00204		GS	C		1	1
015D	05	MIL PERS TECH/OFF	09	00204		GS	C		2	1
015D	06	MIL PERS TECH/ENL	05	00204		GS	C		2	1
015D	07	MIL PERS TECH	05	00204		GS	C		2	1
015D	08	MIL PERS CLK	04	00204		GS	C		4	3
015D	09	MIL PERS CLK (TYP)	03	00204		GS	C		4	3
015D	10	MIL PERS CLK	03	00204		GS	C		8	5
		Paragraph Total							23	16

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
015F	00	RES PERS CNTL	04	41A5B		AC	K		1	1	
015E	01	CH	E7	75240		NC	I		1	1	
015E	02	C. DATA ANAL SP	09	00204		GS	C		1	0	
015E	03	SUPV MIL PERS TECH	07	00204		GS	C		1	1	
015E	04	MIL PERS TECH	05	00204		GS	C		2	1	
015E	05	MIL PERS CLK (TYP)	05	01531		GS	C		1	0	
015F	06	STAT CLK	05	01531		GS	C		1	0	
015E	07	MIL PERS CLK (TYP)	04	00204		GS	C		5	2	
015E	08	SUPV DATA TRANSCRIBER	04	00356		GS	C		1	1	
015E	09	STAT CLK	04	01531		GS	C		1	1	
015E	10	DATA TRANSCRIBER	04	00356		GS	C		1	0	
015E	11	MIL PERS CLK	03	00204		GS	C		2	1	
015E	12	DATA TRANSCRIBER	03	00356		GS	C		3	2	
		Paragraph Total							20	11	
		TOTAL TDA									
		OTHER THAN ARMY									
		TEMPORARY PART TIME									

REMARKS:

UH PL 265 POS AUTH
XJ DTL IG
XQ PERS STF CG
55 GENERAL STAFF WITH TROOPS
92 BRANCH MATERIAL REQUIREMENT
96 VALIDATED AERB POSITION

5-7-2-15

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
XVIII ABN CORPS, FORT BRAGG
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	ACTU
ASI/LIC:										
	F3	POSTAL OPERATIONS QUALIFIED								
	W3	SIDERS DATA ANALYSIS								
	24	IC NCO QUALIFIED								
	1C	QUALIFIED TO FLY CH-47								
	1Q	QUALIFIED TO FLY BOTH RW AND FW AIRCRAFT								
	1S	QUALIFIED TO PLAN AND DEVELOP AVIATION SAFETY ACTIVITIES								
	1T	QUALIFIED AS RW AND FW FLIGHT EXAMINERS								
	2E	QUALIFIED TO FLY U-8								
	5H	QUALIFIED FOR NUCLEAR AND CHEMICAL WEAPONS TARGET ANALYSIS A								
		ND NUCLEAR VULNERABILITY ASSESSMENTS								
	5M	STAFF OFFICER IN COMBAT, COMBAT SUPPORT BN, BDE, GP, DIV OR								
		CORPS, QUALIFIED IN ELECTRONIC WARFARE								
	5N	QUALIFIED AND DETAILED AS INSPECTOR GENERAL PER AR 20-1								
	5Z	OFFICER - ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER QUALIFIED								
		IN ADVANCED MANAGEMENT AND BEHAVIORAL SCIENCE SKILLS AND								
		TECHNIQUES								
		WARRANT OFFICER - FIELD ARTILLERY MISSILE								
		SYSTEM SERGEANT QUALIFIED								
RECAPITULATION BY IDENTITY GROUP										
MILITARY										
OFFICERS-AC (RC/265 not in total)										
WARRANT OFFICERS										
ENLISTED										
TOTAL MILITARY										
CIVILIAN - DIRECT HIRE										
GENERAL SCHEDULE										
TOTAL CIVILIANS - DIRECT HIRE										
TOTAL TDA										

SPAN OF CONTROL/INTEREST

XVIII ABN CORPS

FT BRAGG

AC

82 ABN DIV	24 IN DIV (M)	31 ADA BDE	35 SIG BDE
101 AMBL DIV	197 IN BDE ^{1/}	1 COSCOM	16 MP BDE
	XVIII CORPS FA	20 EN BDE	

USAR

108 TNG DIV	81 ARCOM	120 ARCOM	121 ARCOM
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87 MAC

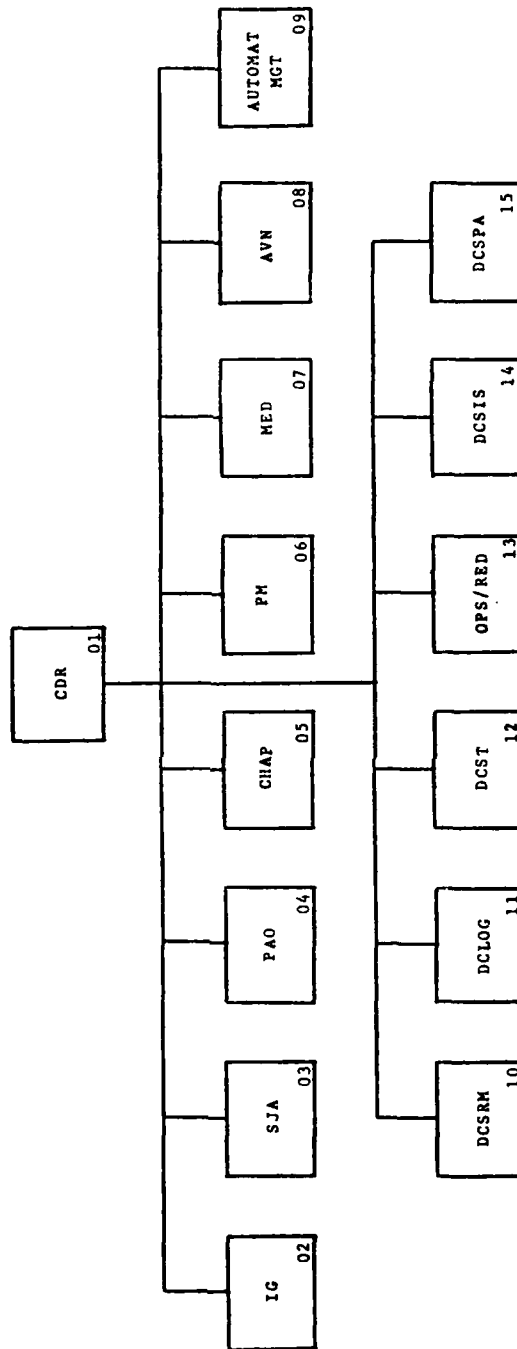
ARNG^{2/}

30 IN BDE	48 IN BDE	STARC; NC	GA
30 AR BDE	218 IN BDE	SC	TN
31 AR BDE	278 ACR	FL	AL
39 IN BDE			

^{1/} COMMAND EXERCISED THROUGH TRADOC INSTALLATION COMMANDER.

^{2/} TRAINING SUPERVISION AND MOBILIZATION PLANNING.

PEACETIME READINESS FOR RAPID MOBILIZATION TDA
ORGANIZATION CHART



TAB 3 to Incl 7

5-7-3-1

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
001	00	OFC CDR	HC	00800		GO	K		1	0	
001	01	CDR	HC	00800		GO	K		0	1	
001	02	DCDR	HC	00800		GO	K		1	0	IDT
001	03	DCDR	HC	00800		GO	K		1	0	
001	04	ADC	03	11X00		IN	O		1	1	
001	05	ADC	02	11X00		IN	O		1	0	IDT
001	06	CSM	E9	00250		NC	E		1	0	
001	07	SSM	E9	75250		NC	E		0	1	
001	08	ENL AIDE	E6	94840		NC	I		1	1	
001	09	MTR TRANS OPER	E6	64C30		I	I		1	1	
001	10	STENO	E6	71C30		I	I		1	1	
001	11	ENL AIDE	E3	94840		NC	I		1	0	
001	12	MTR TRANS OPER	E3	64C30		I	I		1	1	
001	13	SECY STENO	08	0031B		GS	C		1	1	
		Paragraph Total							11	8	
001A	00	OFC C OF S	06	11X00		IN	O		1	1	55
001A	01	C OF S	05	11X00		IN	O		1	1	55
001A	02	ASST C OF S	07	0031B		GS	C		1	1	
001A	03	SECY STENO							3	3	
		Paragraph Total									
001B	00	OFC SGS	05	42A00		AR	O		1	1	UT
001B	01	SGS	04	42A00		IN	O		1	0	
001B	02	ASST SGS	03	42A00		IN	O		1	1	51
001B	03	ASST SGS	03	42A00		IN	O		1	0	
001B	04	PROTOCOL OFF	W0	11X00		IN	O		1	1	
001B	05	GEN STAFF ADMIN	W0	712A0		AG	P		1	1	
001B	06	ADM SUPV	E8	71140		MC	E		1	1	
001B	07	ADM SPEC	E3	71120		I	I		1	1	
001B	08	STENO	E3	71C20		I	I		1	0	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
001B	09	SEC STENO	06	00318		GS	C		1	1	
001B	10	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							10	7	
002	00	OFC IG									
002	01	IC	06	11X00	5N	IN	O		1	1	XQ
002	02	SSN	E9	71L50	24	LC	I		1	1	
002	03	ADJIN SUPV	E7	71L40		NC	I		1	1	
002	04	SECY STENO	E5	71C20			I		1	1	
002	05	STENO	G5	00312		GS	C		1	1	
002	06	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							6	6	
002A	00	INVEST ASST OFC									
002A	01	CH	05	13X00	5N	FA	O		1	1	XJ
002A	02	INV ASST OFF	05	13X00	5N	FA	O		1	1	U?
002A	03	INV ASST OFF	04	13X00	5N	FA	O		1	1	X?
002A	04	CH INV ASST NCO	E8	71L50			I		1	1	
002A	05	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	5	
002B	00	GEN INSP BR									
002B	01	CH	05	11X00	5N	IN	O		1	1	XJ
002B	02	OP OFF	04	11X00	5N	IN	O		1	1	XJ
002B	03	IC	04		5N	AR	O		9	9	U(2) XJ
002B	04	INSP NCO	E9	71L50		NC	I		1	1	
002B	05	ASST INSP	E8	71L50	24	NC	I		10	10	
002B	06	APH SUPV	E7	71L40	24	NC	I		1	1	
002B	07	SR CLK TYP	E5	71L20		NC	I		1	1	
002B	08	SEC STENO	05	00318		GS	C		1	1	
002B	09	MGT ANAL	05	00343		GS	C		3	3	
002B	10	CLK TYP	04	00322					5	5	
		Paragraph Total							33	33	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RHS
									REQ	AUTH	
003	00	OFC SJA	05	55A		JA	K		1	1	92
003	01	SJA	04	55A		JA	K		1	1	92
003	02	ASST SJA	03	55A		JA	K		1	1	92 UH
003	03	ASST SJA	03	55A		JA	K		1	1	
003	04	CH LEGAL CLK	29	71D50		NC	I		1	1	
003	05	SECY STENO	05	00318		GS	C		1	1	
003	06	STENO	04	00312		GS	C		1	1	
		Paragraph Total							6	6	
004	00	PAO	05	11X46		IN	O		1	1	UH 96
004	01	PAO	04	46A00		AG	K		1	1	
004	02	ASST PAO	04	46A00		AR	O		1	1	
004	03	CDR INFO OFF	04	46A00		FA	O		1	0	
004	04	PUB INFO	04	46A00		IN	O		1	1	UH
004	05	CONM AFF OFF	04	46A00		IN	O		1	1	
004	06	PUB AFF SUPV	28	84250		NC	I		1	1	
004	07	ASST PUB AFF SUPV	26	71030		NC	I		1	1	
004	08	JOURNALIST	25	71020		I	I		1	1	
004	09	JOURNALIST	24	01020		I	I		1	1	
004	10	CLK TYP	24	71110		I	I		1	1	
004	11	PUB INFO SP	11	01081		GS	C		2	2	
004	12	PUB INFO SP	09	01081		GS	C		2	2	
004	13	PUB INFO SPEC	05	01081		GS	C		2	2	
004	14	SEC STENO	05	00318		GS	C		1	1	
004	15	STENO	04	00312		GS	C		1	1	
		Paragraph Total							18	17	
005	00	OFC OF CHAP	05	56A		CH	K		1	0	92
005	01	CHAP	04	56A		CH	K		1	1	92
005	02	ASST CHAP	04	56A		CH	K		1	1	
005	03	CHAP ACTV SUPV	28	71N50		NC	I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LLC	BR	ID	AMSC	STRENGTH		RANKS
									REQ	AUTH	
005	04	CHAP ACTV SP	E5	71M30			I		1	1	
005	05	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							5	4	
006	00	OFC OF PM									
006	01	PM	05	31A		MP	K		1	0	92
006	02	PL OP OFF	04	31A		MP	K		1	1	92
006	03	OP SGT	E8	95B40		NC	I		1	1	
006	04	ADM SUPV	E6	71L30		NC	I		1	1	
006	05	PHYS SEC SP	09	00080		GS	C		1	1	
006	06	STENO	04	00312		GS	C		1	1	
006	07	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							7	6	
007	00	OFC STF MED ADV									
007	01	STF MED ADV	05	67H		MS	K		1	0	52
007	02	PL OP OFF	04	67H		MS	K		1	1	92
007	03	MED LOC MGT OFF	04	67K		MS	K		1	1	
007	04	HS OFF	03	67A		MS	K		1	1	
007	05	CH MED NCO	E8	91B50		NC	I		1	1	
007	06	ADH SPEC	E5	71L20			I		1	1	
007	07	SEC STENO	05	00318		GS	C		1	1	
		Paragraph Total							7	6	
008	00	AVIATION OFC									
008	01	CH	05	15A	1Q	PA	O		1	1	55
008	02	AVN STAFF OFF	04	15A	1Q	TC	K		4	4	55OH(1)
008	03	AVN SAFETY OFF	04	15A	1S/1Q	IN	O		1	1	55
008	04	AVN SAFETY OFF	W0	100BQ	1G/2E	AV	W		1	1	
008	05	STD INST PILOT	E8	71P50		NC	I		1	1	
008	06	OP SGT	E7	67240		NC	I		1	1	

5-7-3-5

PROPOSED TDA
PRACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASL/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
008	07	ADMIN ASST	05	00301		GS	C		1	1	
008	08	CLK STENO	04	00312		GS	C		1	1	
008	09	STAT CLK	04	01531		GS	C		1	1	
		Paragraph Total							11	12	
009	00	AUTOMAT MGT OFC									
009	01	DIRECTOR	05	53C54			K		1	1	
009	02	ADP PL OP OFF	04	53C			K		1	1	
009	03	DATA PROC OP TECH	W0	741C			W		1	1	
009	04	ADP NCO	E8	74240		NC	I		1	1	
009	05	SYS ANAL PROG	E5	74F20			I		2	2	
009	06	PROGRAMER	E3	74F10			I		2	2	
009	07	COMPUTER SP	11	00334		GS	C		1	1	
009	08	COMP SYS ANAL	09	00334		GS	C		1	1	
009	09	COMPUTER SP	07	00334		GS	C		1	1	
009	10	CLK STENO	05	00312		GS	C		1	1	
009	11	COMP AID TYP	04	00335		GS	C		1	1	
		Paragraph Total							13	13	
010	00	DCSRM OFC									
010	01	DCSRM	06	43A		AR	O		1	1	55
010	02	ASST	05	43A		IN	O		1	1	55
010	03	OP RSCH SYS ANAL	04	49A		EN	K		1	1	55
010	04	FIN OP CH	E8	73240		NC	I		1	1	
010	05	AUDITOR	11	00510		GS	C		1	1	
010	06	ACCOUNTANT	09	00510		GS	C		1	1	
010	07	PGH ANAL	07	00345		CS	C		1	1	
010	08	SEC STENO	05	00318		CS	C		1	1	
		Paragraph Total							8	8	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		BMS
									REQ	AUTH	
010A	00	MGT SYS BR	04	45C		IN	O		1	1	
010A	01	CH	11	00343		GS	C		3	3	
010A	02	MGT ANAL	05	00322		GS	C		1	1	
010A	03	CLK TYP							5	5	
		Paragraph Total									
010B	00	FIN MGT BR	05	45A		FI	K		1	1	92 55
010B	01	CH	04	44A		FI	K		1	1	92 55
010B	02	FIN SVCS STP OFF	11	00560		GS	C		1	1	
010B	03	BUD OFF	09	00560		GS	C		3	3	
010B	04	BUD ANALYST	05	00501		GS	C		1	1	
010B	05	BUD CLK-TYP	05	00318		GS	C		1	1	
010B	06	SEC STENO	04	00322		GS	C		1	1	
010B	07	CLK TYP							9	9	
		Paragraph Total									
010C	00	HRP MGT BR	05	41A		IN	O		1	1	55
010C	01	CH	04	54A		AR	O		1	1	55
010C	02	FS DVLP OFF	03	83A		FA	O		1	1	55
010C	03	ORG & EQUIP OFF	08	75250	A3	NC	I		1	1	
010C	04	FD NCO	E7	75240	A3	NC	I		1	1	
010C	05	NPR UTIL NCO	11	00343		GS	C		1	1	
010C	06	MGT ANAL	09	00343		GS	C		6	6	
010C	07	MGT ANAL	05	01531		GS	C		1	1	
010C	08	STAT CLK	04	00322		GS	C		1	1	
010C	09	CLK TYP							14	14	
		Paragraph Total									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		BKS
									REQ	AUTH	
011	00	DCSLOG OFC	06	70A		QM	Y		1	0	55
011	01	DCSLOG	05	93A		QM	K		1	1	55
011	02	ADCSLOG	28	76240		NC	I		1	1	55
011	03	CH LOG NCO	05	00318		CS	C		1	1	
011	04	SEC STENO	04	00312		CS	C		1	1	
011	05	CLK STENO							5	4	
		Paragraph Total									
011A	00	SUP SVC BR	05	83A		QM	K		1	1	55
011A	01	CH	04	83A		QM	K		1	1	55
011A	02	SUP STF OFF	04	92A		QM	K		1	1	55
011A	03	SUP MGT OFF	03	83A		QM	K		1	1	55
011A	04	SUP STF OFF	03	92A		QM	K		1	1	55
011A	05	INV CON OFF	W0	941A		QM	P		1	0	
011A	06	FOOD SVC ADV	E8	94840		NC	I		1	1	
011A	07	FOOD SVC SUPV	E8	96240		NC	I		1	1	
011A	08	CH SUP NCO	09	02010		GS	C		4	4	
01A	09	INV MGT SPEC	09	02003		GS	C		5	5	
011A	10	SUP MGT REP	05	00312		GS	C		1	1	
011A	11	CLK STENO	04	00322		CS	C		1	1	
011A	12	CLK TYP							19	18	
		Paragraph Total									
011B	00	PL OP MGT	05	70A		FA	O		1	0	55
011B	01	CH	04	94A54		TC	K		1	1	55
011B	02	PI OP OFF	04	92B		IN	O		1	1	55
011B	03	LOG READINESS OFF	03	92B		AR	O		1	1	55
011B	04	LOG READINESS OFF	03	92B		NC	I		1	1	
011B	05	OP SGT	E7	75740		NC	I		1	1	
011B	06	MVT NCO	E7	71N40		NC	I		1	1	
011B	07	LOG MGT SP	11	00346		CS	C		2	2	

5-17-13-18

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011B	08	BUDGET ANAL	09	00560		GS	C		1	1	
011B	09	MGT ANALYST	09	00343		GS	C		1	1	
011B	10	PGH ANAL	09	00345		GS	C		1	1	
011B	11	LOG MGT SPEC	09	00346		GS	C		1	1	
011B	12	TFC MGT SPEC	09	02130		GS	C		3	3	
011B	13	STAT CLERK	05	01531		GS	C		1	1	
011B	14	CLK STENO	05	00312		GS	C		1	1	
011B	15	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							18	17	
011C	00	MAINT BR									
011C	01	CH	05	91A		OD	K		1	0	55
011C	02	MNT OFF	04	91A		OD	K		1	1	55
011C	03	MNT OFF	03	91A		QM	K		2	2	55
011C	04	MNT NCO	E7	63240		NC	I		1	1	
011C	05	EQUIP SP GEN	09	01670		GS	C		4	4	
011C	06	CLK STENO	05	00312		GS	C		1	1	
011C	07	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							11	10	
011D	00	ENG OFC									
011D	01	CH ENG	05	21C		EN	K		1	1	96 55
011D	02	GEN ENG	04	21C		EN	K		1	1	96 55
011D	03	ENG OFC	03	21C		EN	K		1	1	96 55
011D	04	ENV SPEC	03	21B		EN	K		1	1	96 55UH
011D	05	EN TECH	03	21A		EN	K		1	1	96 55
011D	06	CIVIL ENGR	11	00810		GS	C		2	2	
011D	07	BUF ANAL	04	00560		GS	C		1	1	
011D	08	SEC STENO	05	00318		GS	C		1	1	
011D	09	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							10	10	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RNKS
									REQ	AUTH	
									# of teams (5'		
011E		CHD LOG RVW TM*									
011E		TM CH	04	91A		OD	K		1	5	55
011E	02	EQUIP SP GEN	11	01670		GS	C		4	20	
011E	03	EQUIP SP	09	01670		GS	C		1	1	
011E	04	EQUIP SP	05	01670		GS	C		3	3	
011E	05	CLK-TYPIST	05	00322		GS	C		2	2	
		Paragraph Total							11	31	
*Number of teams based on UNITS subject to evaluation.											
012	00	OFC DCST	06	54A		IN	O		1	1	55
012	01	DCST	05	54A		FA	O		1	1	55
012	02	CH UNIT TNG	05	41A		AR	O		1	1	55
012	03	CH INDIV TNG	E8	11240		FC	I		1	1	
012	04	OP SGT	E7	11840		NC	I		1	1	
012	05	ASST OP SGT	E6	11B30		NC	I		1	1	
012	06	ASST OP SGT	11	01712		GS	C		2	2	
012	07	TNG SP (UNIT)	09	01712		GS	C		5	5	
012	08	TNG SP (UNIT)	09	01712		GS	C		1	1	
012	09	EDUC SP	09	01710		GS	C		1	1	
012	10	TNG SP (INDIV)	09	01712		GS	C		4	4	
012	11	SECY STENO	05	00318		GS	C		1	1	
012	12	CLK STENO	04	00312		GS	C		1	1	
012	13	CLK TYP	04	00322		GS	C		2	2	
		Paragraph Total							22	22	

PROPOSED TDA
PHACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
012A	00	OTEA	05	11A54		IN	O		1	1	55
012A	01	CH	04	11A54		IN	O		1	1	55
012A	02	OP OFF	04	13A54		FA	O		3	3	55
012A	03	TNG OFF	03	12A54		AR	O		8	8	55
012A	04	TNG OFF	03	12A54		AR	O		1	1	55
012A	05	OP TNG NCO	E7	11B40		NC	E		1	1	55
012A	06	CLERK	05	00101		GS	C		1	1	55
012A	07	CLK STENO	D4	00312		GS	C		1	1	55
012A	08	CLK TYP	04	00322		GS	C		1	1	55
		Paragraph Total							17	17	
012B	00	NBC OFC	04	74A	5H	CM	K		1	1	55 92
012B	01	CH	03	74A	5H	CM	K		1	1	55 92
012B	02	OP TNG STF OFF	03	74A		OD	K		1	1	55 92
012B	03	SP AMMO OFF	03	75C		NC	I		1	1	55 92
012B	04	OP SGT	E7	54E50		NC	I		1	1	55 92
012B	05	CLK TYP	04	00322		GS	C		1	1	55 92
		Paragraph Total							5	5	
013	00	OFC DCSOP/READINESS	06	54A		IN	O		1	1	55
013	01	DCSOP/R	05	54A		AR	O		2	2	55
013	02	READINESS STF OFF	04	54A		FA	O		2	2	55
013	03	PLANS OFF	04	54A		SC	X		0	0	55 92
013	04	SIGNAL OFF	03	37A		IN	O		1	1	55
013	05	OPS/READ STF OFF	03	54A		FA	O		2	2	55
013	06	PLANS OFF	03	54A		SC	X		3	3	55
013	07	SIGNAL OFF	03	37A		SC	K		1	1	55 92
013	08	CH OP NCO	E8	11Z40		NC	E		1	1	55 92
013	09	OPS SGT	E7	11B40		NC	E		2	2	55 92
013	10	SIG NCO	E7	31A40		NC	I		1	1	55 92

5-7-3-11

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	AUTH	RNKS
013	11	ADM SUPV	E6	71130			I		1	1	
013	12	CLK TYP	E4	71110			I		2	2	
013	13	COMPUTER SYS ANAL	11	00334		GS	C		1	1	
013	14	MIL PL SP	09	00301		GS	C		4	2	
013	15	OP STAFF SP	05	00301		GS	C		1	1	
013	16	CLK STENO	05	00312		GS	C		1	1	
013	17	TEL OPER	04	00382		GS	C		2	2	
013	18	CLK TYP	04	00322		GS	C		2	2	
013	19	TEL OP	04	00382		GS	C		1	1	
		Paragraph Total							31	27	
014	00	OFC DCSIS	05	35B		MI	K		1	1	55 92
014	01	DCSIS	04	36A		MI	K		1	1	55 92
014	02	SECURITY OFF	04	35B		MI	K		1	1	55 92 CH
014	03	INTEL PLANS OFF	04	35B	SM	MI	K		1	1	55 92
014	04	INTEL INC OFF	04	37D		MI	K		1	0	55 92
014	05	EU/CRYPTO SP OFF	03	971A		MI	P		1	1	
014	06	CI OFF	W0	96B40		NC	I		1	1	
014	07	INTEL SGT	E7	96B40		NC	I		1	1	
014	08	EW/CRYPTO OP SGT	E7	96B40		NC	I		1	1	
014	09	INTEL SGT	E6	96B30		NC	I		1	1	
014	10	INTEL ANAL	E4	96B10		GS	C		1	1	
014	11	INTEL OP SP	09	00132		GS	C		1	1	
014	12	SECURITY SP	05	00080		GS	C		2	2	
014	13	SEC STENO	05	00318		GS	C		1	1	
014	14	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							15	14	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LIEU	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	AUTH RKS
015	00	OFC DCSPA	06	41A42		IN	O		1	55
015	01	DCSPA	05	41A42		AG	K		1	55 92
015	02	ASST DCSPA	04	41B		AG	K		1	UH
015	03	RCTG RETENT OFF	28	75240		NC	I		1	
015	04	PERS MGT NCO	09	00018		CS	C		1	
015	05	SAFETY MGR	09	00205		CS	C		1	
015	06	MIL PERS MGT SP (R&R)	05	00318		CS	C		1	
015	07	SECY STENO							7	6
		Paragraph Total								
015A	00	ORG EFF STAFF OFF	04	41A	58	IN	O		1	55
015A	01	ED INC RR/EO OFF	03	41A		IN	O		1	55
015A	02	RR/EO SR SGT	27	00040		NC	I		1	
015A	03	EQUAL OPPOR SP	05	00160		CS	C		1	
015A	04	CLK STENO	04	00312		CS	C		1	
015A	05	Paragraph Total							5	4
015B	00	ADMIN SVCS	04	42A		AG	K		1	92
015B	01	CH ADM SVCS	03	42A		AC	K		1	92
015B	02	ADM OFF	27	71140	P5	NC	I		1	
015B	03	ADM NCO	25	71120	P5				1	
015B	04	ADM SP	23	71110					1	
015B	05	MAIL DEL CLK	23	71110					2	
015B	06	ORDERS CLK	09	00344		CS	C		1	
015B	07	MGT TECH	05	00301		CS	C		1	
015B	08	CLK	05	00305		CS	C		1	
015B	09	MAIL FILE SUPV	05	00305		CS	C		1	
015B	10	CLK	04	00301		CS	C		1	
015B	11	FILE CLK	04	00305		CS	C		1	
015B	12	MESSENGER	03	00302		CS	C		2	
		Paragraph Total							14	14

5-7-3-13

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

AREA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015C	00	PERS PLANS & MGT								
015C	01	CH	04	41A		IN	O		1	1
015C	02	PERS STAFF OFF	03	41A		AG	K		1	1
015C	03	PERS MGT SUPV	E8	75240		NC	I		1	1
015C	04	PERS ST NCO	E7	75240		NC	I		1	1
015C	05	PERS ACT SP	E3	75F10	W5		I		1	1
015C	06	MIL PERS MGT SP	11	00205		GS	C		1	1
015C	07	MIL PERS TECH	07	00204		GS	C		1	1
015C	08	MIL PERS TECH	05	00204		GS	C		1	1
015C	09	MIL PERS CLK	05	00204		GS	C		1	1
015C	10	CLK STENO	04	00312		GS	C		1	1
015C	11	MIL PERS CLK	04	00204		GS	C		1	1
		Paragraph Total							11	11
015D	00	PERS ADMIN BR								
015D	01	PERS ADMIN OFF	04	42A		FA	O		1	1
015D	02	PERS ACTION OFF	03	42A		AG	K		1	0
015D	03	PERS MGT SUPV	E7	75240		NC	I		1	1
015D	04	SUPV MIL PERS MGT SP	11	00205		GS	C		1	1
015D	05	MIL PERS TECH/OFF	09	00204		GS	C		1	1
015D	06	MIL PERS TECH/ENL	09	00204		GS	C		2	2
015D	07	MIL PERS TECH	05	00204		GS	C		2	2
015D	08	MIL PERS CLK	04	00204		GS	C		4	4
015D	09	MIL PERS CLK (TYP)	03	00204		GS	C		4	4
015D	10	MIL PERS CLK	03	00204		GS	C		4	4
		Paragraph Total							25	24

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOCANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH	
									REQ	AUTH
015E	00	RES PERS CNL							1	1
015E	01	CH	04	41ASB		AG	K		1	1
015E	02	C. DATA ANAL SP	E7	75240		NC	I		1	1
015E	03	SUPV MIL PERS TECH	09	00204		GS	C		1	1
015E	04	MIL PERS TECH	07	00204		GS	C		1	1
015E	05	MIL PERS CLK (TYP)	05	00204		GS	C		2	2
015E	06	STAT CLK	05	01531		GS	C		1	1
015E	07	MIL PERS CLK (TYP)	04	00204		GS	C		5	5
015E	08	SUPV DATA TRANSCRIBER	04	00356		GS	C		1	1
015E	09	STAT CLK	04	01531		GS	C		1	1
015E	10	DATA TRANSCRIBER	04	00356		GS	C		1	1
015E	11	MIL PERS CLK	03	00204		GS	C		2	2
015E	12	DATA TRANSCRIBER	03	00356		GS	C		3	3
		Paragraph Total							20	20
		TOTAL TDA							438	404

OTHER THAN ARMY

TEMPORARY PART TIME

REMARKS:

UH PL 265 POS AUTH
XJ DIL IC
XQ PERS STF CG
55 GENERAL STAFF WITH TROOPS
92 BRANCH MATERIAL REQUIREMENT
96 VALIDATED AERS POSITION

5-7-3-15

PROPOSED TDA
VI CORPS, PRESIDIO OF SAN FRANCISCO
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	STRENGTH AUTH
		ASI/LIC:								
		F5 POSTAL OPERATIONS QUALIFIED								
		W5 SIDPERS DATA ANALYSIS							135 (14)	102 (14)
		24 IG NCO QUALIFIED							5	4
		1C QUALIFIED TO FLY CH-47							80	80
		1Q QUALIFIED TO FLY BOTH RW AND FW AIRCRAFT							220 (14)	186 (14)
		1S QUALIFIED TO PLAN AND DEVELOP AVIATION SAFETY ACTIVITIES								
		1T QUALIFIED AS RW AND FW FLIGHT EXAMINERS								
		2E QUALIFIED TO FLY U-8								
		5H QUALIFIED FOR NUCLEAR AND CHEMICAL WEAPONS TARGET ANALYSIS A								
		ND NUCLEAR VULNERABILITY ASSESSMENTS								
		5M STAFF OFFICER IN COMBAT, COMBAT SUPPORT BN, BDE, GP, DIV OR.								
		CORPS. QUALIFIED IN ELECTRONIC WARFARE								
		5N QUALIFIED AND DETAILED AS INSPECTOR GENERAL PER AR 20-1								
		5Z OFFICER - ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER QUALIFIED								
		IN ADVANCED MANAGEMENT AND BEHAVIORAL SCIENCE SKILLS AND								
		TECHNIQUES								
		WARRANT OFFICER - FIELD ARTILLERY MISSILE								
		SYSTEM SERGEANT QUALIFIED								
		RECAPITULATION BY IDENTITY GROUP								
		MILITARY								
		OFFICERS-AC (RC/265 not in total)								
		WARRANT OFFICERS								
		ENLISTED								
		TOTAL MILITARY								
		CIVILIAN - DIRECT HIRE								
		GENERAL SCHEDULE								
		TOTAL CIVILIANS - DIRECT HIRE								
		TOTAL TDA								

5-7-3-16

SPAN OF CONTROL/INTEREST
VI CORPS (PROPOSED)
PRESIDIO OF SAN FRANCISCO

AC

4 IN DIV (M)

7 IN DIV

9 IN DIV

USAR

311 COSCOM

104 TNG DIV

96 ARCOM

95 TNG DIV

63 ARCOM

124 ARCOM

ARNG₂/

40 IN DIV

163 ACR

STARC: CA NV

41 IN BDE

XI CORPS FA

UT

67 IN BDE (M)

35 EN BDE

CO

81 IN BDE (M)

49 MP BDE

AZ

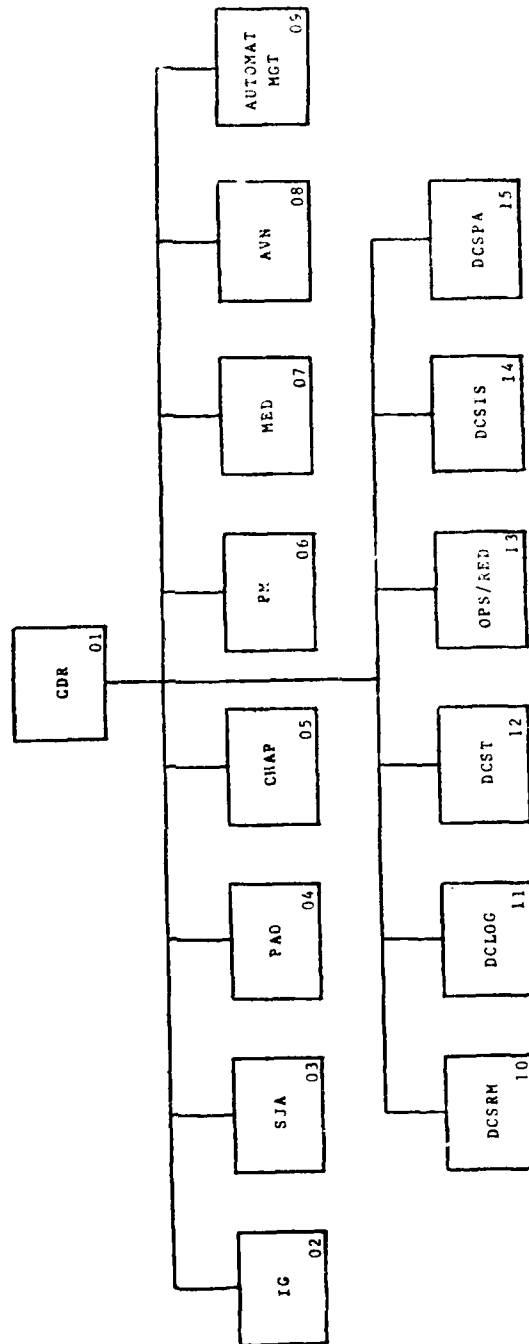
116 ACR

MT

NE WY

1/ TRAINING SUPERVISION AND MOBILIZATION PLANNING.

PEACETIME READINESS FOR RAPID MOBILIZATION TDA
ORGANIZATION CHART



PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	CR	MOS	AS/LIC	BR	ID	AMSC	STRENGTH REQ	AUTH	RNKS
001	00	OFC CDR	MC	00800		GO	K		1	0	
001	01	CDR	MC	00300		GO	K		0	1	
001	02	DCDR	BC	00800		GO	K		1	0	1DT
001	03	DCDR	BC	00800		IN	O		1	1	
001	04	ADC	03	11X00		IN	O		1	0	1DT
001	05	ADC	02	11X00		IN	O		1	0	
001	06	CSM	E9	00250		NC	E		1	0	
001	07	SSM	E9	75250		NC	E		1	1	
001	08	ENL AIDE	E6	94840		NC	I		1	1	
001	09	MTR TRANS OPER	E6	64C30			I		1	0	
001	10	STENO	E6	71C30			I		1	0	
001	11	ENL AIDE	E3	94840		NC	I		1	1	
001	12	MTR TRANS OPER	E3	64C30			I		1	1	
001	13	SECY STENO	08	0031B		GS	C		1	1	
		Paragraph Total							11	7	
001A	00	OFC C OF S	06	11X00		IN	O		1	1	55
001A	01	C OF S	05	11X00		IN	O		1	1	55
001A	02	ASST C OF S	07	0031B		GS	C		1	1	
001A	03	SECY STENO							3	3	
		Paragraph Total									
001B	00	OFC SCS	05	42A00		AR	O		1	1	UT
001B	01	SCS	04	42A00		IN	O		1	0	
001B	02	ASST SCS	03	42A00		IN	O		1	1	UT
001B	03	ASST SCS	03	42A00		IN	O		1	0	
001B	04	PROTOCOL OFF	40	11X00		AG	P		1	0	
001B	05	GEN STAFF ADMIN	E8	712A0		NC	E		1	0	
001B	06	ADM SUPV	E8	71140			E		1	0	
001B	07	ADM SPEC	E3	71120			I		1	1	
001B	08	STENO	E3	71C20			I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	LP	AMSC	STRENGTH		EYES
									REQ	AUTH	
001B	09	SEC STENO	06	00118		CS	C		1	1	
001B	10	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							10	5	
002	00	OFC IC	06	11X00	5N	IN	0		1	1	XQ
002	01	IC	E9	71L50	Z4	NC	I		1	1	
002	02	SSM	E7	71L40		NC	I		1	0	
002	03	ADMIN SUPV	E5	71C20		NC	I		1	1	
002	04	SECY STENO	05	00312		GS	C		1	1	
002	05	STENO	04	00322		GS	C		1	1	
002	06	CLK TYP							6	4	
		Paragraph Total									
002A	00	INVEST ASST OFC	05	13X00	5N	FA	0		1	1	VJ
002A	01	CR	05	13X00	5N	FA	0		1	1	UT
002A	02	INV ASST OFF	04	13X00	5N	FA	0		1	0	XI
002A	03	INV ASST OFF	04	13X00	5N	FA	0		1	1	
002A	04	CH INV ASST NCO	E8	71L50		NC	I		1	1	
002A	05	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	4	
002B	00	GEN INSP BR	05	11X00	5N	IN	0		1	1	XJ
002B	01	CH	04	11X00	5N	IN	0		1	0	XI
002B	02	OP OFF	04	11X00	5N	AR	0		1	6	EL(2) XJ
002B	03	IC	04	71L50	Z4	NC	I		1	1	
002B	04	INSP NCO	E9	71L50		NC	I		1	7	
002B	05	ASST INSP	E8	71L50		NC	I		10	10	
002B	06	APM SUPV	E7	71L40		NC	I		1	1	
002B	07	SR CLK TYP	E5	71L20		NC	I		1	1	
002B	08	SEC STENO	05	00318		GS	C		1	1	
002B	09	MGT ANAL	05	00343		GS	C		3	3	
002B	10	CLK TYP	04	00322		GS	C		5	4	
		Paragraph Total							33	24	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT HEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RNKS
									REQ	AUTH	
003	00	OFC SJA							1	1	92
003	01	SJA	05	55A		JA	K		1	0	92
003	02	ASST SJA	04	55A		JA	K		1	1	92 UH
003	03	ASST SJA	03	55A		JA	K		1	1	92 UH
003	04	CH LEGAL CLK	E9	71D50		NC	I		1	1	
003	05	SECY STENO	05	00318		GS	C		1	1	
003	06	STENO	04	00312		GS	C		1	1	
		Paragraph Total							6	5	
004	00	PAO							1	1	UH 96
004	01	PAO	05	11X46		IN	O		1	0	
004	02	ASST PAO	04	46A00		AG	K		1	1	
004	03	CDR INFO OFF	04	46A00		AR	O		1	0	
004	04	PUB INFO	04	46A00		FA	O		1	0	
004	05	CONV AFF OFF	04	46A00		IN	O		1	1	UH
004	06	PUB AFF SUPV	E8	84250		NC	I		1	1	
004	07	ASST PUB AFF SUPV	E6	71030		NC	I		1	0	
004	08	JOURNALIST	E5	71020		I	I		1	1	
004	09	JOURNALIST	E4	01020		I	I		1	0	
004	10	CLK TYP	E4	71110		I	I		1	1	
004	11	PUB INFO SP	11	01081		GS	C		2	1	
004	12	PUB INFO SP	09	01081		GS	C		2	2	
004	13	PUB INFO SPEC	05	01081		GS	C		2	2	
004	14	SEC STENO	05	00318		GS	C		1	1	
004	15	STENO	04	00312		GS	C		1	1	
		Paragraph Total							18	13	
005	00	OFC OF CHAP							1	0	92
005	01	CHAP	05	56A		CH	K		1	0	92
005	02	ASST CHAP	04	56A		CH	K		1	0	92
005	03	CHAP ACTV SUPV	E8	71W50		NC	I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, PORT HEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		ENRS
									REQ	AUTH	
005	04	CHAP ACTIV SP	E5	71M30			I		1	0	
005	05	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							5	3	
006	00	OFC OF PM	05	31A		MP	K		1	0	92
006	01	PM	04	31A		MP	K		1	1	92
006	02	PL OP OFF	E8	95B40		NC	I		1	1	
006	03	OP SGT	E6	71L30		NC	I		1	0	
006	04	ADN SUPV	09	00080		GS	C		1	1	
006	05	PHYS SEC SP	09	00080		GS	C		1	1	
006	06	STENO	04	00312		GS	C		1	0	
006	07	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							7	4	
007	00	OFC STF NED ADV	05	67H		MS	K		1	0	92
007	01	STF NED ADV	04	67H		MS	K		1	1	92
007	02	PL OP OFF	04	67K		MS	K		1	1	
007	03	NED LOC HGT OFF	03	67A		MS	K		1	0	
007	04	RS OFF	E8	91B50		NC	I		1	1	
007	05	CH MED NCO	E5	71L20		GS	C		1	0	
007	06	ADM SPEC	05	00318		GS	C		1	1	
007	07	SEC STENO							7	4	
		Paragraph Total									
008	00	AVIATION OFC	05	15A		FA	O		1	1	55
008	01	CH	04	15A		TC	K		4	3	55TH(1)
008	02	AVN STAFF OFF	04	15A		IN	O		1	1	55
008	03	AVN SAFETY OFF	W0	100BQ		AV	W		1	1	
008	04	AVN SAFETY OFF	E8	71P50		NC	I		1	1	
008	05	STD INST PILOT	E7	67240		NC	I		1	1	
008	06	OP SGT									

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RNKS
									REQ	AUTH	
008	07	ADMIN ASST	05	00301		GS	C		1	1	
008	08	CLK STENO	04	00312		GS	C		1	1	
008	09	STAT CLK	04	01531		GS	C		1	1	
		Paragraph Total							11	11	
009	00	AUTONAT HGT OFC									
009	01	DIRECTOR	05	53054			K		1	1	
009	02	ADP PL OP OFF	04	53C			K		1	1	
009	03	DATA PROC OP TECH	W0	741C			W		1	1	
009	04	ADP NCO	E8	74240		NC	I		1	1	
009	05	SYS ANAL PROG	E5	74F20			I		2	1	
009	06	PROGRAMER	E3	74F10			I		2	1	
009	07	COMPUTER SP	11	00334		GS	C		1	1	
009	08	COMP SYS ANAL	09	00334		GS	C		1	1	
009	09	COMPUTER SP	07	00334		GS	C		1	1	
009	10	CLK STENO	05	00312		GS	C		1	1	
009	11	COMP AID TYP	04	00335		GS	C		1	1	
		Paragraph Total							13	11	
010	00	DCSRM OFC									
010	01	DGSRM	01	45A		AR	O		1	1	55
010	02	ASST	05	45A		IN	O		1	0	55
010	03	OP RSCH SYS ANAL	04	49A		EN	K		1	1	55
010	04	FIN OP CH	E8	73240		NC	I		1	1	
010	05	AUDITOR	11	00510		GS	C		1	1	
010	06	ACCOUNTANT	09	00510		GS	C		1	1	
010	07	PGM ANAL	07	00345		CS	C		1	1	
010	08	SEC STENO	05	00318		GS	C		1	1	
		Paragraph Total							8	7	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT HEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
									REQ	PNKS
010A	00	MGT SYS BR	04	45C		IN	O		1	1
010A	01	CH	11	00343		GS	C		3	3
010A	02	MGT ANAL	05	00322		GS	C		1	1
010A	03	CLK TYP							5	5
		Paragraph Total								
010B	00	FIN MGT BR	05	45A		FI	K		1	92 55
010B	01	CH	04	44A		FI	K		1	0 92 55
010B	02	FIN SVCS STP OFF	11	00560		GS	C		1	1
010B	03	BUD OFF	09	00560		GS	C		3	3
010B	04	BUD ANALYST	05	00501		GS	C		1	1
010B	05	BUD CLK-TYP	05	00318		GS	C		1	1
010B	06	SEC STENO	04	00322		GS	C		1	1
010B	07	CLK TYP							9	8
		Paragraph Total								
010C	00	MPR MGT BR	05	41A		IN	O		1	55
010C	01	CH	04	54A		AR	O		1	55
010C	02	FS DVLG OFF	03	83A		FA	O		1	55
010C	03	ORG & EQUIP OFF	03	83A		FA	O		1	55
010C	04	FD NCO	08	75250	A3	NC	I		1	1
010C	05	MPR UTIL NCO	07	75240	A3	NC	I		1	1
010C	06	MGT ANAL	11	00343		GS	C		1	1
010C	07	MGT ANAL	09	00343		GS	C		6	6
010C	08	STAT CLK	05	01531		GS	C		1	1
010C	09	CLK TYP	04	00322		GS	C		1	1
		Paragraph Total							14	13

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	REQ	STRENGTH	AUTH	EMKS
011	00	DCSLOG OFC	06	70A		QM	K		1	0		55
011	01	DCSLOG	05	93A		QM	K		1	1		55
011	02	ADCSLOG	05	76240		NC	I		1	1		
011	03	CH LOG NCO	05	00318		GS	C		1	1		
011	04	SEC STENO	04	00312		GS	C		1	1		
011	05	CLK STENO							5	4		
		Paragraph Total										
011A	00	SUP SVC BR	05	83A		QM	K		1	1		55
011A	01	CH	04	83A		QM	K		1	0		55
011A	02	SUP STF OFF	04	92A		QM	K		1	1		55
011A	03	SUP MGT OFF	03	83A		QM	K		1	0		55
011A	04	SUP STF OFF	03	92A		QM	K		1	1		55
011A	05	INV CON OFF	03	92A		QM	P		1	1		
011A	06	FOOD SVC ADV	00	941A		NC	I		1	1		
011A	07	FOOD SVC SUPV	08	94840		NC	I		1	1		
011A	08	CH SUP NCO	08	96240		GS	C		4	4		
011A	09	INV MGT SPEC	09	02010		GS	C		5	5		
011A	10	SUP MGT REP	09	02003		GS	C		1	1		
011A	11	CLK STENO	05	00312		GS	C		1	1		
011A	12	CLK TYP	04	00322		GS	C		1	1		
		Paragraph Total							19	17		
011B	00	PL OP MGT	05	70A		FA	O		1	0		55
011B	01	CH	04	94A54		TC	K		1	1		55
011B	02	PL OP OFF	04	92B		IN	O		1	1		55
011B	03	LOG READINESS OFF	03	92B		AR	O		1	0		55
011B	04	LOG READINESS OFF	03	92B		NC	I		1	1		
011B	05	OP SGT	07	75240		NC	I		1	1		
011B	06	MVT NCO	07	71N40		NC	I		1	1		
011B	07	LOG MGT SP	11	00346		GS	C		2	2		

5-7-4-8

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	NOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011B	08	BUDGET ANAL	09	00560		GS	C		1	1	
011B	09	HCT ANALYST	09	00343		GS	C		1	1	
011B	10	PCM ANAL	09	00345		GS	C		1	1	
011B	11	LOG HCT SPEC	09	00346		GS	C		1	1	
011B	12	TFC HCT SPEC	09	02130		GS	C		3	2	
011B	13	STAT CLERK	05	01531		GS	C		1	1	
011B	14	CLK STENO	05	00312		GS	C		1	1	
011B	15	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							18	14	
011C	00	MAINT BR									
011C	01	CH	05	91A		OD	K		1	0	55
011C	02	MNT OFF	04	91A		OD	K		1	1	55
011C	03	MNT OFF	03	91A		QM	K		2	1	55
011C	04	MNT NCO	E7	63240		NC	I		1	1	55
011C	05	EQUIP SP GEN	09	01670		GS	C		4	3	
011C	06	CLK STENO	05	00312		GS	C		1	1	
011C	07	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							11	8	
011D	00	ENG OFC									
011D	01	CH ENG	05	21C		EN	K		1	0	96 55
011D	02	GEN ENG	04	21C		EN	K		1	0	96 55
011D	03	ENG OFC	03	21C		EN	K		1	1	96 55
011D	04	ENV SPEC	03	21B		EN	K		1	1	96 55
011D	05	EN TECH	03	21A		EN	K		1	0	96 55
011D	06	CIVIL ENGR	11	00810		GS	C		2	2	
011D	07	BUT ANAL	09	00560		GS	C		1	1	
011D	08	SEC STENO	05	00318		GS	C		1	1	
011D	09	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							10	8	

PROPOSED IDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"V" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		RMS
									REQ	AUTH	
011E		CHD LOG RVW TM*	04	91A		OD	K		1	5	55
011E		TM CH	11	01670		GS	C		4	20	
011E	02	EQUIP SP GEN	09	01670		GS	C		1	1	
011E	03	EQUIP SP	05	01670		GS	C		3	3	
011E	04	EQUIP SP	05	01670		GS	C		2	2	
011E	05	CLK-TYPIST	05	00322		GS	C		11	31	
		Paragraph Total									
*Number of teams based on UNITS subject to evaluation.											
012	00	OFC DCST	06	54A		IN	O		1	0	55
012	01	DCST	05	54A		FA	O		1	1	55
012	02	CH UNIT TNG	05	41A		AR	O		1	1	55
012	03	CH INDIV TNG	05	41A		NC	I		1	1	
012	04	OP SGT	E8	11240		NC	I		1	0	
012	05	ASST OP SGT	E7	11B40		NC	I		1	1	
012	06	ASST OP SGT	E6	11B30		GS	C		2	1	
012	07	TNG SP (UNIT)	11	01712		GS	C		5	5	
012	08	TNG SP (UNIT)	09	01712		GS	C		1	1	
012	09	EDUC SP	09	01710		GS	C		4	4	
012	10	TNG SP (INDIV)	09	01712		GS	C		1	1	
012	11	SECY STENO	05	00318		GS	C		1	1	
012	12	CLK STENO	04	00312		GS	C		1	1	
012	13	CLK TYP	04	00322		GS	C		2	1	
		Paragraph Total							22	18	

5-7-4-10

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PAPA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	ATH	
012A	00	OTEA									
012A	01	CH	05	11A54		IN	0		1	1	55
012A	02	OP OFF	04	11A54		IN	0		1	1	55
012A	03	TNG OFF	04	13A54		FA	0		3	1	55
012A	04	TNG OFF	03	12A54		AA	0		8	4	55
012A	05	OP TNG NCO	E7	11B40		NC	E		1	1	
012A	06	CLERK	05	00301		GS	C		1	1	
012A	07	CLK STENO	04	00312		GS	C		1	1	
012A	08	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							17	10	
012B	00	NBC OFC									
012B	01	CH	04	74A	5H	CM	P		1	1	55 92
012B	02	OP TNG STP OFF	03	74A	5H	CM	K		1	1	55 92
012B	03	SP AMNO OFF	03	75C		OD	K		1	1	55 92
012B	04	OP SGT	E7	54E50		NC	I		1	1	
012B	05	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							5	4	
013	00	OFC JCSP/READINESS									
013	01	DCSP/E	06	54A		IN	0		1	1	55
013	02	READINESS STP OFF	05	54A		AR	0		2	1	55
013	03	PLANS OFF	04	54A		FA	0		2	1	55
013	04	SIGNAL OFF	04	37A		SC	K		1	0	55 92
013	05	OFS/HEAD STP OFF	03	54A		IN	0		2	1	55
013	06	PLANS OFF	03	54A		FA	0		3	1	55
013	07	SIGNAL OFF	03	37A		SC	K		1	1	55 92
013	08	CH OP NCO	E8	11240		NC	E		1	1	
013	09	OPS SGT	E7	11B40		NC	E		2	1	
013	10	SIG NCO	E7	31A60		NC	I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RKS
									REQ	AUTH	
013	11	ADM SUPV	E6	71130			I		1	1	
013	12	CLK TYP	E4	71110			I		2	1	
013	13	COMPUTER SYS ANAL	11	00334		GS	C		1	1	
013	14	MIL PL SP	09	00301		GS	C		4	4	
013	15	OP STAFF SP	05	00301		GS	C		1	1	
013	16	CLK STENO	05	00312		GS	C		1	1	
013	17	TEL OPER	04	00382		GS	C		2	1	
013	18	CLK TYP	04	00322		GS	C		2	1	
013	19	TEL OP	04	00382		GS	C		1	1	
		Paragraph Total							31	21	
014	00	OFC DCSIS	05	358		MI	K		1	1	55 92
014	01	DCSIS	04	36A		MI	K		1	1	55 92
014	02	SECURITY OFF	04	358		MI	K		1	1	55 92
014	03	INTEL PLANS OFF	04	358	SM	MI	K		1	1	55 92
014	04	INTEL TNG OFF	04	358		MI	K		1	1	55 92
014	05	EW/CRYPTO SF OFF	03	37D		MI	K		1	0	55 92
014	06	CI OFF	W0	971A		MI	P		1	1	
014	07	INTEL SGT	E7	96B40		NC	I		1	1	
014	08	EW/CRYPTO OP SGT	E7	98C40		NC	I		1	1	
014	09	INTEL SGT	E6	96B30		NC	I		1	1	
014	10	INTEL ANAL	E4	96B10			I		1	0	
014	11	INTEL OP SP	09	00132		GS	C		1	1	
014	12	SECURITY SP	05	00080		GS	C		2	1	
014	13	SEC STENO	05	00318		GS	C		1	1	
014	14	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							15	9	

5-7-4-12

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT HEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		EVS
									REQ	AUTH	
015	00	OFC DCSPA	06	41442		IN	O		1		55
015	01	DCSPA	05	41442		AC	K		1		55 92
015	02	ASST DCSPA	04	41B		AC	K		1		UH
015	03	ACTG RETENT OFF	E8	75240		NC	I		1		
015	04	PERS MGT NCO	05	00018		GS	C		1		
015	05	SAFETY MGR	09	00205		GS	C		1		
015	06	MIL PERS MGT SP (RGR)	05	00318		GS	C		1		
015	07	SECY STENO							7	6	
		Paragraph Total									
015A	00	ORG EFF STAFF OFF	04	41A	5B	IN	O		1		55
015A	01	ED INC RR/EO OFF	03	41A		IN	O		1		55
015A	02	RR/EO SR SGT	E7	00040		NC	I		1		
015A	03	EQUAL OPPOR SP	05	00160		GS	C		1		
015A	04	CLK STENO	04	00312		GS	C		1		
015A	05	Paragraph Total							5	3	
015B	00	ADMIN SVCS	04	42A		AG	K		1		52
015B	01	CH ADM SVCS	03	42A		AG	K		1		92
015B	02	ADM OFF	E7	71140		NC	I		1		
015B	03	ADM NCO	E5	71120	P5				1		
015B	04	ADM SP	E3	71110	P5				1		
015B	05	MAIL DEL CLK	E3	71110					1		
015B	06	ORDERS CLK	E3	71110					2		
015B	07	MGT TECH	09	00344		GS	C		1		
015B	08	CLK	05	00301		GS	C		1		
015B	09	MAIL FILE SUPV	05	00305		GS	C		1		
015B	10	CLK	04	00301		GS	C		1		
015B	11	FILE CLK	04	00305		GS	C		1		
015B	12	MESSENGER	03	00302		GS	C		2		
		Paragraph Total							14		

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015C	00	PERS PLANS & MGT								
015C	01	CH	04	41A		IN	D		1	1
015C	02	PERS STAFF OFF	03	41A		AG	K		1	1
015C	03	PERS MGT SUPV	E8	75240		NC	I		1	1
015C	04	PERS ST NCO	E7	75240		NC	I		1	0
015C	05	PERS ACT SP	E3	75F10	W5		I		1	1
015C	06	MIL PERS MGT SP	L1	00205		GS	C		1	0
015C	07	MIL PERS TECH	07	00204		GS	C		1	1
015C	08	MIL PERS TECH	05	00204		GS	C		1	0
015C	09	MIL PERS CLK	05	00204		GS	C		1	1
015C	10	CLK STENO	04	00312		GS	C		1	1
015C	11	MIL PERS CLK	04	00204		GS	C		1	0
		Paragraph Total							11	7
015D	00	PERS ADMIN BR								
015D	01	PERS ADMIN OFF	04	42A		FA	O		1	1
015D	02	PERS ACTION OFF	03	42A		AG	K		1	0
015D	03	PERS MGT SUPV	E7	75240		NC	I		1	1
015D	04	SUPV MIL PERS MGT SP	L1	00205		GS	C		1	0
015D	05	MIL PERS TECH/OFF	09	00204		GS	C		1	1
015D	06	MIL PERS TECH/ENL	09	00204		GS	C		2	1
015D	07	MIL PERS TECH	05	00204		GS	C		2	1
015D	08	MIL PERS CLK	04	00204		GS	C		4	3
015D	09	MIL PERS CLK (TYP)	03	00204		GS	C		4	3
015D	10	MIL PERS CLK	03	00204		GS	C		8	5
		Paragraph Total							25	16

5-7-4-14

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH	
									REQ	AUTH
015P	00	RES PERS CNTL	04	41A5B		AC	K		1	1
015E	01	CH	E7	75240		NC	I		1	1
015E	02	C. DATA ANAL SP	09	00204		GS	C		1	0
015E	03	SUPV MIL PERS TECH	07	00204		GS	C		1	1
015E	04	MIL PERS TECH	05	00204		GS	C		2	1
015E	05	MIL PERS CLK (TYP)	05	01531		GS	C		1	0
015E	06	STAT CLK	04	00204		GS	C		5	2
015E	07	MIL PERS CLK (TYP)	04	00356		GS	C		1	1
015E	08	SUPV DATA TRANSCRIBER	04	01531		GS	C		1	1
015E	09	STAT CLK	04	00356		GS	C		1	0
015E	10	DATA TRANSCRIBER	03	00204		GS	C		2	1
015E	11	MIL PERS CLK	03	00356		GS	C		3	2
015E	12	DATA TRANSCRIBER	03	00356		GS	C		20	11
		Paragraph Total								
		TOTAL TDA								

OTHER THAN ARMY

TEMPORARY PART TIME

REMARKS:

UH PL 265 POS AUTH
XJ DIL IC
XQ PERS STF CG
55 GENERAL STAFF WITH TROOPS
92 BRANCH MATERIAL REQUIREMENT
96 VALIDATED AERB POSITION

5-7-4-15

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION
"Y" CORPS, FORT MEADE
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	ALL
		ASI/LIC:								
		F5 POSTAL OPERATIONS QUALIFIED								
		W5 SIDPERS DATA ANALYSIS								
		24 IC NCO QUALIFIED								
		1C QUALIFIED TO FLY CH-47								
		1Q QUALIFIED TO FLY BOTH RW AND FW AIRCRAFT								
		1S QUALIFIED TO PLAN AND DEVELOP AVIATION SAFETY ACTIVITIES								
		1T QUALIFIED AS RW AND FW FLIGHT EXAMINERS								
		2E QUALIFIED TO FLY U-8								
		5H QUALIFIED FOR NUCLEAR AND CHEMICAL WEAPONS TARGET ANALYSIS A								
		ND NUCLEAR VULNERABILITY ASSESSMENTS								
		5M STAFF OFFICER IN COMBAT, COMBAT SUPPORT BN, BDE, GP, DIV OR								
		CORPS. QUALIFIED IN ELECTRONIC WARFARE								
		5N QUALIFIED AND DETAILED AS INSPECTOR GENERAL PER AR 20-1								
		52 OFFICER - ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER QUALIFIED								
		IN ADVANCED MANAGEMENT AND BEHAVIORAL SCIENCE SKILLS AND								
		TECHNIQUES								
		WARRANT OFFICER - FIELD ARTILLERY MISSILE								
		SYSTEM SERGEANT QUALIFIED								
		RECAPITULATION BY IDENTITY GROUP								
		MILITARY								
		OFFICERS-AC (RC/265 not in total)							135 (14)	71 (14)
		WARRANT OFFICERS							5	3
		ENLISTED							80	60
		TOTAL MILITARY							220 (14)	134 (14)
		CIVILIAN - DIRECT HIRE							218	180
		GENERAL SCHEDULE							218	180
		TOTAL CIVILIANS - DIRECT HIRE							438 (14)	314 (14)
		TOTAL TDA								

SPAN OF CONTROL/INTEREST

Y CORPS (PROPOSED)

FT MEADE

AC

NONE

USAR

157 IN BDE (M)	76 TNG DIV	98 TNG DIV	94 ARCOM
187 IN BDE	78 TNG DIV	77 ARCOM	97 ARCOM
411 EN BDE	80 TNG DIV	79 ARCOM	99 ARCOM

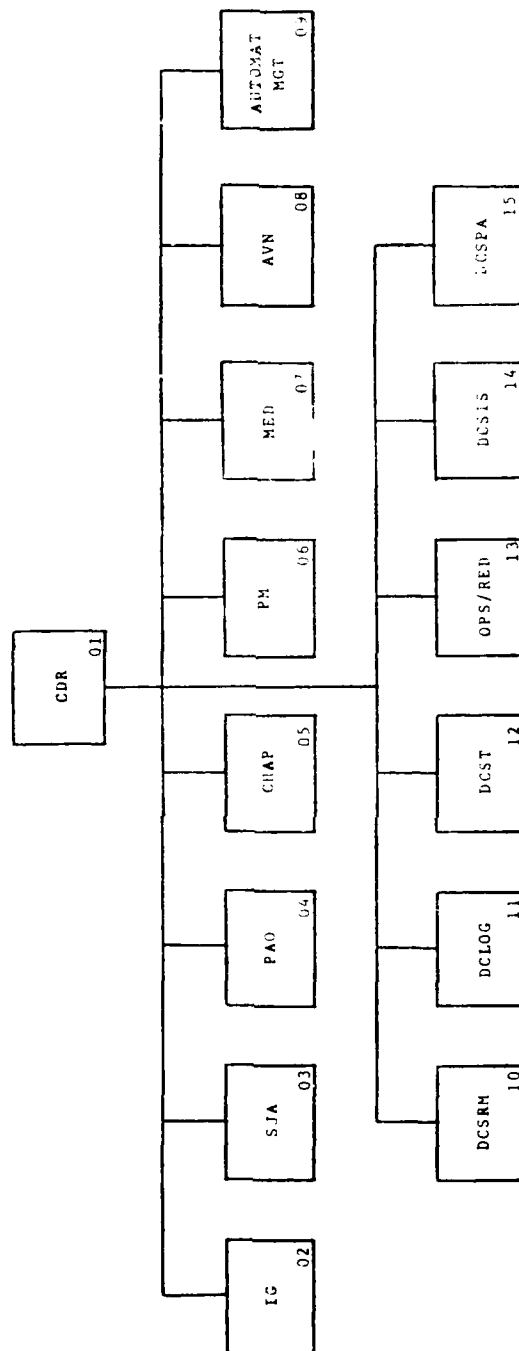
ARNG^{1/}

26 IN DIV	XXIII CORPS FA	STARC: VT	PA
28 IN DIV	167 COSCOM	MA	MD
42 IN DIV	43 MP BDE	RI	DE
50 AR DIV	STARC: ME	CT	VA
58 IN BDE	NH	NY	WV
116 IN BDE		RJ	DC

^{1/} TRAINING SUPERVISION AND MOBILIZATION PLANNING.

PEACETIME READINESS FOR RAPID MOBILIZATION TDA

ORGANIZATION CHART



PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" COAPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	PR	ID	AKSC	REQ	STRAT	AUTH	REMARKS
001	00	00000	MC	00000		CO	K		1			
001	01	CDR	MC	00000		CO	K		0			
001	02	DCDR	MC	00000		CO	K		1			
001	03	ECDR	MC	00000		CO	K		1			
001	04	ADC	03	11X00		IN	O		1			
001	05	ADC	02	11X00		IN	O		1			
001	06	CSM	E9	00250		NC	E		1			
001	07	SSN	F9	75250		NC	E		0			
001	08	ENL AIDE	E6	94840		NC	I		1			
001	09	MIR TRANS OPER	E6	64730		NC	I		1			
001	10	STENO	E6	71030		NC	I		0			
001	11	ENL AIDE	E5	94840		NC	I		1			
001	12	MIR TRANS OPER	E5	64C30		NC	I		1			
001	13	SFCY STENO	08	00318		CS	C		1			
		Paragraph Total							11			
001A	00	00000	06	11X00		IN	O		1			
001A	01	C OF S	05	11X00		IN	O		1			
001A	02	ASST C OF S	07	00318		CS	C		1			
001A	03	SECY STENO							1			
		Paragraph Total							3			
001B	00	00000	05	42A00		AR	O		1			
001B	01	SGS	04	42A00		IN	O		1			
001B	02	ASST SGS	03	42A00		IN	O		1			
001B	03	ASST SGS	03	11X00		IN	O		1			
001B	04	PROTICEL OFF	00	712A0		AR	P		1			
001B	05	GEN STAFF ADMIN	E8	71140		NA	E		1			
001B	06	ADM SUPV	E5	71120		IN	I		1			
001B	07	ADM SPEC	E5	71120		IN	I		1			
001B	08	STENO	E5	71C20		IN	I		1			

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PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	HQS	ASI/LIC	BR	ID	AMSC	STRENGTH		EMKS
									REQ	AUTH	
001B	09	SEC STENO	06	00318		GS	C		1	1	
001B	10	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							10	6	
002	00	OPC IC	06	11X00	5M	IN	O		1	1	XQ
002	01	IC									
002	02	SSH	E9	71L50	24	NC	I		1	1	
002	03	ADMIN SUPV	E7	71L40		NC	I		1	0	
002	04	SECY STENO	E5	71C20			I		1	0	
002	05	STENO	05	00312		GS	C		1	1	
002	06	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							6	4	
002A	00	INVEST ASST OPC									
002A	01	CH	05	13X00	5M	FA	O		1	1	XJ
002A	02	INV ASST OFF	05	13X00	5M	FA	O		1	1	U?
002A	03	INV ASST OFF	04	13X00	5M	FA	O		1	1	XI
002A	04	CH INV ASST NCO	E8	71L50		NC	I		1	1	
002A	05	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	5	
002B	00	GEN INSP BR									
002B	01	CH	05	11X00	5M	IN	O		1	1	XJ
002B	02	OP OFF	04	11X00	5M	IN	O		1	1	XJ
002B	03	IC	04		5M	AR	O		9	9	US(2) XJ
002B	04	INSP NCO	E9	71L50		NC	I		1	1	
002B	05	ASST INSP	E8	71L50	24	NC	I		10	8	
002B	06	ADM SUPV	E7	71L40		NC	I		1	1	
002B	07	SR CLK TYP	E5	71L20			I		1	1	
002B	08	SEC STENO	05	00318		GS	C		1	1	
002B	09	MGT ANAL	05	00343		GS	C		3	3	
002B	10	CLK TYP	04	00322					5	4	
		Paragraph Total							33	30	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	RR	ID	ANSC	STRENGTH REQ	AUTH ENKS
003	00	OPC SJA	05	55A		JA	K		1	92
003	01	SJA	04	55A		JA	K		1	92
003	02	ASST SJA	03	55A		JA	K		1	92 UH
003	03	ASST SJA	03	55A		JA	K		1	92 UH
003	04	CH LEGAL CLK	E9	71D50		HC	I		1	
003	05	SECY STENO	05	00318		CS	C		1	
003	06	STENO	04	00312		CS	C		1	
		Paragraph Total							6	
004	00	PAO	05	11X46		IN	O		1	UH 96
004	01	PAO	04	46A00		AG	K		1	
004	02	ASST PAO	04	46A00		AR	O		1	
004	03	CDR INFO OFF	04	46A00		FA	O		1	UH
004	04	PUB INFO	04	46A00		IN	O		1	
004	05	COMN AFF OFF	04	46A00		IN	O		1	
004	06	PUB AFF SUPV	E8	84250		MC	I		1	
004	07	ASST PUB AFF SUPV	E6	71030		MC	I		1	
004	08	JOURNALIST	E5	71020		I	I		1	
004	09	JOURNALIST	E4	01020		I	I		1	
004	10	CLK TYP	E4	71110		I	I		1	
004	11	PUB INFO SP	11	01081		CS	C		2	
004	12	PUB INFO SP	09	01081		CS	C		2	
004	13	PUB INFO SPEC	05	01081		CS	C		2	
004	14	SEC STENO	05	00318		CS	C		1	
004	15	STENO	04	00312		CS	C		1	
		Paragraph Total							18	
005	00	OPC OF CHAP	05	56A		CH	K		1	92
005	01	CHAP	04	56A		CH	K		1	92
005	02	ASST CHAP	04	56A		CH	K		1	
005	03	CHAP ACTV SUPV	E8	71N50		MC	I		1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	PR	ID	ANSC	STRENGTH		MKS
									REQ	AUTH	
003	04	CHAP ACTV SP	E5	71M30			I		1	0	
003	05	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							5	3	
006	00	OFC OP PM	05	31A		HP	K		1	0	52
006	01	PN	04	31A		HP	K		1	1	92
006	02	PL OP OFF	E8	95B40		NC	I		1	1	
006	03	OP SGT	E6	71L30		NC	I		1	0	
006	04	ADN SUPV	09	00080		GS	C		1	1	
006	05	PHYS SEC SP	04	00312		GS	C		1	1	
006	06	STENO	04	00322		GS	C		1	0	
006	07	CLK TYP	04	00322		GS	C		7	4	
		Paragraph Total							7	4	
007	00	OFC STP MED ADV	05	67H		MS	K		1	0	92
007	01	STP MED ADV	04	67H		MS	K		1	1	92
007	02	PL OP OFF	04	67K		MS	K		1	1	
007	03	MED LOG MGT OFF	03	67A		MS	K		1	1	
007	04	HS OFF	E8	91R50		NC	I		1	1	
007	05	CH MED NCO	E5	71L20		NC	I		1	0	
007	06	ADM SPEC	05	00318		GS	C		1	1	
007	07	SEC STENO	05	00318		GS	C		7	5	
		Paragraph Total							7	5	
008	00	AVIATION OFC	05	15A		PA	O		1	1	55
008	01	CH	04	15A	1Q	TC	K		4	4	55UH(1)
008	02	AVN STAFF OFF	04	15A	1Q	IN	O		1	1	55
008	03	AVN SAFETY OFF	W0	1008Q	18/1Q	AV	W		1	1	
008	04	AVN SAFETY OFF	W0	1008Q	16/2R	NC	I		1	1	
008	05	STD INST PILOT	E8	71P50		MC	I		1	1	
008	06	OP SGT	E7	67240		MC	I		1	1	

PROPOSED TDA
PRACTICE READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ARI/LIC	RR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
008	07	ADMIN ASST	05	00301		CS	C		1	1	
008	08	CLK STENO	04	00312		CS	C		1	1	
008	09	STAT CLK	04	01531		CS	C		1	1	
		Paragraph Total							11	12	
009	00	AUTOMAT MGT OFC									
009	01	DIRECTOR	05	53C54			K		1	1	
009	02	ADP PL OP OFF	04	53C			K		1	1	
009	03	DATA PROC OP TECH	W0	741C			W		1	1	
009	04	ADP NCO	E8	7424Q		WC	I		1	1	
009	05	SYS ANAL PROG	E5	74F20			I		2	1	
009	06	PROGRAMER	E3	74F10			I		1	1	
009	07	COMPUTER SP	11	00334		CS	C		1	1	
009	08	COMP SYS ANAL	09	00334		CS	C		1	1	
009	09	COMPUTER SP	07	00334		CS	C		1	1	
009	10	CLK STENO	05	00312		CS	C		1	1	
009	11	COMP AID TYP	04	00335		CS	C		1	1	
		Paragraph Total							13	11	
010	00	DCSRM OFC	06	45A		AR	O		1	55	
010	01	DGSRH	05	45A		IN	O		1	55	
010	02	ASST	04	49A		EN	K		1	55	
010	03	OP RSCH SYS ANAL	E8	73240		NC	I		1	1	
010	04	FIN OP CH	11	00510		GS	C		1	1	
010	05	AUDITOR	09	00310		GS	C		1	1	
010	06	ACCOUNTANT	07	00345		CS	C		1	1	
010	07	PGH ANAL	05	00318		GS	C		1	1	
010	08	SEC STENO							1	8	
		Paragraph Total							8		

PROPOSED TDA
PRACTICE READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		RKS
									REQ	AUTH	
010A	00	MGT SYS BR	04	45C		IN	O		1	1	
010A	01	CH	11	00343		CS	C		3	2	
010A	02	MGT ANAL	05	00322		CS	C		1	1	
010A	03	CLK TYP							5	4	
		Paragraph Total									
010B	00	FIN MGT BR	05	45A		FI	K		1	1	92 55
010B	01	CH	04	44A		FI	K		1	1	92 55
010B	02	FIN SVCS STP OFF	11	00560		CS	C		1	1	
010B	03	BUD OFF	09	00560		CS	C		3	3	
010B	04	BUD ANALYST	05	00501		CS	C		1	1	
010B	05	BUD CLK-TYP	05	00318		CS	C		1	1	
010B	06	SEC STENO	04	00322		CS	C		1	1	
010B	07	CLK TYP							9	9	
		Paragraph Total									
010C	00	MPR MGT BR	05	41A		IN	O		1	1	55
010C	01	CH	04	54A		AR	O		1	1	55
010C	02	FS DVLP OFF	03	83A		FA	O		1	1	55
010C	03	ORG & EQUIP OFF	03	83A		NC	I		1	1	
010C	04	FD NCO	03	75250	A3	NC	I		1	1	
010C	05	MPR UTIL NCO	03	75250	A3	NC	I		1	1	
010C	06	MGT ANAL	11	00343		CS	C		1	1	
010C	07	MGT ANAL	09	00343		CS	C		6	6	
010C	08	STAT CLK	05	01531		CS	C		1	1	
010C	09	CLK TYP	04	00322		CS	C		1	1	
		Paragraph Total							14	14	

PROPOSED TDA
PRACTICE READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH		EMKS
									REQ	AUTH	
011	00	DCSLOG OFC	06	70A		QM	K		1	0	55
011	01	DCSLOG	05	93A		QM	K		1	1	55
011	02	ADCSLOG	05	93A		QM	K		1	1	55
011	03	CH LOG NCO	05	76240		NC	I		1	1	
011	04	SEC STENO	05	00318		GS	C		1	1	
011	05	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	4	
011A	00	SUP SVC BR	05	83A		QM	K		1	1	55
011A	01	CH	04	83A		QM	K		1	1	55
011A	02	SUP STF OFF	04	83A		QM	K		1	1	55
011A	03	SUP MGT OFF	04	92A		QM	K		1	1	55
011A	04	SUP STF OFF	03	83A		QM	K		1	1	55
011A	05	INV CON OFF	03	92A		QM	K		1	1	55
011A	06	FOOD SVC ADV	W0	941A		QM	P		1	1	
011A	07	FOOD SVC SUPV	08	94B40		NC	I		1	1	
011A	08	CH SUP NCO	08	96260		NC	I		1	1	
011A	09	INV MGT SPEC	09	02010		CS	C		4	4	
011A	10	SUP MGT REP	09	02003		CS	C		5	5	
011A	11	CLK STENO	05	00312		GS	C		1	1	
011A	12	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							19	19	
011B	00	PL OP MGT	05	70A		PA	O		1	0	55
011B	01	CH	04	94A34		TC	K		1	1	55
011B	02	PL OP OFF	04	94A34		IN	O		1	1	55
011B	03	LOG READINESS OFF	04	92B		AR	O		1	1	55
011B	04	LOG READINESS OFF	03	92B		NC	I		1	1	
011B	05	OP SGT	07	75240		NC	I		1	1	
011B	06	MVT NCO	07	71N40		NC	I		1	1	
011B	07	LOG MGT SP	11	00346		CS	C		2	2	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Z" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RMS
									REQ	AUTH	
011B	08	BUDGET ANAL	09	00560		GS	C		1	1	
011B	09	NCT ANALYST	09	00343		GS	C		1	1	
011B	10	PCM ANAL	09	00345		GS	C		1	1	
011B	11	LOG NCT SPEC	09	00346		GS	C		1	1	
011B	12	TFC NCT SPEC	09	02130		GS	C		3	2	
011B	13	STAT CLERK	05	01531		GS	C		1	1	
011B	14	CLK STENO	05	00312		GS	C		1	1	
011B	15	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							18	15	
011C	00	MAINT BR									
011C	01	CH	05	91A		OD	K		1	0	55
011C	02	MNT OFF	04	91A		OD	K		1	1	55
011C	03	MNT OFF	03	91A		QM	K		2	2	55
011C	04	MNT NCO	27	63240		NC	I		1	1	
011C	05	EQUIP SP GEN	09	01670		CS	C		4	3	
011C	06	CLK STENO	05	00312		CS	C		1	1	
011C	07	CLK TYP	04	00322		CS	C		1	1	
		Paragraph Total							11	9	
011D	00	ENG OFC									
011D	01	CH ENG	05	21C		EN	K		1	1	96 55
011D	02	GEN ENG	04	21C		EN	K		1	1	96 55
011D	03	ENG OFC	03	21C		EN	K		1	1	96 55
011D	04	ENV SPEC	03	21B		EN	K		1	1	96 55
011D	05	EN TECH	03	21A		EN	K		1	1	96 55
011D	06	CIVIL ENGR	11	00810		CS	C		2	2	
011D	07	BUD ANAL	09	00560		CS	C		1	1	
011D	08	SEC STENO	05	00318		CS	C		1	1	
011D	09	CLK STENO	04	00312		CS	C		1	1	
		Paragraph Total							10	10	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Z" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RKS
									REQ	AUTH	
012A	00	OTEA	05	11A54		IN	0		1	1	55
012A	01	CH OFF	04	11A54		IN	0		1	1	55
012A	02	OP OFF	04	11A54		FA	0		3	3	55
012A	03	TNG OFF	03	12A54		AR	0		8	8	55
012A	04	TNG OFF	03	12A54		AR	0		1	1	
012A	05	OP TNG NCO	E7	11B40		NC	E		1	1	
012A	06	CLENK	03	00301		GS	C		1	1	
012A	07	CLK STENO	04	00312		GS	C		1	1	
012A	08	CLK TYP	04	00322		GS	C		1	1	
		Paragraph Total							17	16	
012B	00	NBC OFC	04	74A	5H	CH	K		1	1	55 92
012B	01	CH	03	74A	5H	CH	K		1	1	55 92
012B	02	OP TNG STP OFF	03	75C		OD	K		1	1	55 92
012B	03	SP AMNO OFF	03	75C		NC	I		1	1	
012B	04	OP SGT	E7	54E50		NC	I		1	1	
012B	05	CLK TYP	04	00322		CS	C		5	5	
		Paragraph Total							5	5	
013	00	OFC DCSOP/READINESS	06	54A		IN	0		1	1	55
013	01	DCSOP/R	05	54A		AR	0		2	2	55
013	02	READINESS STP OFF	05	54A		AR	0		2	2	55
013	03	PLANS OFF	04	54A		SC	K		1	1	55 92
013	04	SIGNAL OFF	04	37A		IN	0		2	2	55
013	05	OPS/READ STP OFF	03	54A		FA	0		3	3	55
013	06	PLANS OFF	03	54A		SC	K		1	1	55 92
013	07	SIGNAL OFF	03	37A		NC	E		1	1	
013	08	CH OP NCO	E8	11B40		NC	E		2	2	
013	09	OPS SGT	E7	11B40		NC	E		1	1	
013	10	SIG NCO	E7	31A40		NC	I		1	1	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RKS
									REQ	AUTH	
013	11	ADM SUPV	E6	71130			I		1	1	
013	12	CLK TYP	E4	71110			I		2	2	
013	13	COMPUTER SYS ANAL	11	00334		GS	C		1	1	
013	14	MIL PL SP	09	00301		GS	C		4	4	
013	15	OP STAFF SP	05	00301		GS	C		1	1	
013	16	CLK STENO	05	00312		GS	C		1	1	
013	17	TEL OPER	04	00382		GS	C		2	1	
013	18	CLK TYP	04	00322		GS	C		2	1	
013	19	TEL OP	04	00382		GS	C		1	1	
		Paragraph Total							31	29	
014	00	OFC DCSIS									
014	01	DCSIS	05	35B		MI	K		1	1	55 92
014	02	SECURITY OFF	04	36A		MI	K		1	1	55 92
014	03	INTEL PLANS OFF	04	35B		MI	K		1	1	55 92 UH
014	04	INTEL TNG OFF	04	35B	5M	MI	K		1	1	55 92
014	05	EU/CRYPTO SF OFF	03	37D		MI	K		1	0	55 92
014	06	CI OFF	W0	971A		MI	P		1	0	
014	07	INTEL SGT	E7	96B40		NC	I		1	1	
014	08	EW/CRYPTO OP SGT	E7	98C40		NC	I		1	1	
014	09	INTEL SGT	E6	96B30		NC	I		1	0	
014	10	INTEL ANAL	E4	96B10			I		1	1	
014	11	INTEL OP SP	09	00132		GS	C		1	0	
014	12	SECURITY SP	05	00080		GS	C		2	1	
014	13	SEC STENO	05	00318		GS	C		1	1	
014	14	CLK TYP	04	00322		GS	C		1	0	
		Paragraph Total							15	9	

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		EMKS
									REQ	AUTH	
015	00	OFC DCSPA	06	41A42		IN	O		1	1	55
015	01	DCSPA	05	41A42		AG	K		1	0	55 92
015	02	ASST DCSPA	04	41B		AG	K		1	1	UH
015	03	RCTG RETENT OFF	E8	75240		NC	I		1	1	
015	04	PERS MGT NCO	09	00018		GS	C		1	1	
015	05	SAFETY MGR	09	00018		GS	C		1	1	
015	06	MIL PERS MGT SP (R&R)	09	00205		GS	C		1	1	
015	07	SECY STENO	05	00318		GS	C		1	1	
		Paragraph Total							7	6	
015A	00	ORG EFF STAFF OFF	04	41A	58	IN	O		1	0	55
015A	01	ED TNG RR/EO OFF	03	41A		IN	C		1	1	55
015A	02	RR/EO SR SGT	E7	00U40		NC	I		1	1	
015A	03	EQUAL OPPOR SP	05	00160		GS	C		1	0	
015A	04	CLK STENO	04	00312		GS	C		1	1	
		Paragraph Total							5	3	
015B	00	ADMIN SVCS	04	42A		AG	K		1	1	92
015B	01	CH ADM SVCS	03	42A		AG	K		1	1	92
015B	02	ADM OFF	E7	71L40		NC	I		1	1	
015B	03	ADM NCO	E5	71L20	75				1	1	
015B	04	ADM SP	E3	71L10	75				1	1	
015B	05	MAIL DEL CLK	E3	71L10					2	1	
015B	06	ORDERS CLK	E3	71L10					1	0	
015B	07	MGT TECH	09	00344		GS	C		1	1	
015B	08	CLK	05	00301		GS	C		1	1	
015B	09	MAIL FILE SUPV	05	00305		GS	C		1	1	
015B	10	CLK	04	00301		GS	C		1	1	
015B	11	FILE CLK	04	00305		GS	C		1	1	
015B	12	MESSENGER	03	00302		GS	C		2	0	
		Paragraph Total							14	9	

5-7-5-13

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Z" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	CR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH	
									REQ	AUTH
015C	00	PERS PLANS & MGT								
015C	01	CH	04	41A		IN	O		1	1
015C	02	PERS STAFF OFF	03	41A		AC	K		1	1
015C	03	PERS MGT SUPV	E8	75240		NC	I		1	1
015C	04	PERS ST NCO	E7	75240		NC	I		1	0
015C	05	PERS ACT SP	E3	75F10	W5		I		1	1
015C	06	MIL PERS MGT SP	11	00205		CS	C		1	0
015C	07	MIL PERS TECH	07	00204		GS	C		1	1
015C	08	MIL PERS TECH	05	00204		GS	C		1	0
015C	09	MIL PERS CLK	05	00204		GS	C		1	1
015C	10	CLK STENO	04	00312		GS	C		1	1
015C	11	MIL PERS CLK	04	00204		GS	C		1	0
		Paragraph Total							11	7
015D	00	PERS ADMIN BR								
015D	01	PERS ADMIN OFF	04	42A		FA	O		1	1
015D	02	PERS ACTION OFF	03	42A		AC	K		1	0
015D	03	PERS MGT SUPV	E7	75740		NC	I		1	1
015D	04	SUPV MIL PERS MGT SP	11	00205		CS	C		1	0
015D	05	MIL PERS TECH/OFF	09	00204		GS	C		1	1
015D	06	MIL PERS TECH/ENL	09	00204		GS	C		2	1
015D	07	MIL PERS TECH	05	00204		GS	C		2	1
015D	08	MIL PERS CLK	04	00204		GS	C		4	3
015D	09	MIL PERS CLK (TYP)	03	00204		GS	C		4	3
015D	10	MIL PERS CLK	03	00204		GS	C		8	5
		Paragraph Total							25	16

5-7-5-14

PROPOSED TDA
PEACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"2" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH		RYS
									REQ	AUTH	
015E	00	RES PERS CNTL	04	41A5B		AC	K		1	1	
015E	01	CH	E7	75240		NC	I		1	1	
015E	02	C. DATA ANAL SP	09	00204		GS	C		1	0	
015E	03	SUPV MIL PERS TECH	07	00204		GS	C		1	1	
015E	04	MIL PERS TECH	05	00204		GS	C		2	1	
015E	05	MIL PERS CLK (TYP)	05	00204		GS	C		1	1	
015E	06	STAT CLK	04	01531		GS	C		1	1	
015E	07	MIL PERS CLK (TYP)	04	00204		GS	C		1	1	
015E	08	SUPV DATA TRANSCRIBER	04	00356		GS	C		1	1	
015E	09	STAT CLK	04	01531		GS	C		1	0	
015E	10	DATA TRANSCRIBER	04	00356		GS	C		1	1	
015E	11	MIL PERS CLK	03	00204		GS	C		2	1	
015E	12	DATA TRANSCRIBER	03	00356		GS	C		3	2	
		Paragraph Total							20	11	
		TOTAL TDA									
		OTHER THAN ARMY									
		TENPOBARY PART TIME									

REMARKS:

UH PL 265 POS AUTH
XJ DTL IG
XQ PERS STF CG
53 GENERAL STAFF WITH TROOPS
92 BRANCH MATERIAL REQUIREMENT
56 VALIDATED AERS POSITION

5-7-5-15

PROPOSED TDA
PRACETIME READINESS FOR RAPID MOBILIZATION (PERFORM)
"Z" CORPS, FORT SHERIDAN
SECTION II PERSONNEL ALLOWANCES (cont'd)

PARA	LINE	DESCRIPTION	GR	MOS	ASI/LIC	BR	ID	ANSC	STRENGTH	
									REQ	AUTH
		ASI/LIC:								
		F5 POSTAL OPERATIONS QUALIFIED								
		W5 SIDPERS DATA ANALYSIS								
		24 IC HCO QUALIFIED								
		1C QUALIFIED TO FLY CH-47								
		1Q QUALIFIED TO FLY BOTH RW AND FW AIRCRAFT								
		1S QUALIFIED TO PLAN AND DEVELOP AVIATION SAFETY ACTIVITIES								
		1T QUALIFIED AS RW AND FW FLIGHT EXAMINERS								
		2E QUALIFIED TO FLY U-8								
		5H QUALIFIED FOR NUCLEAR AND CHEMICAL WEAPONS TARGET ANALYSIS A								
		ND NUCLEAR VULNERABILITY ASSESSMENTS								
		5M STAFF OFFICER IN COMBAT, COMBAT SUPPORT BN, BDE, GP, DIV OR.								
		CORPS. QUALIFIED IN ELECTRONIC WARFARE								
		5N QUALIFIED AND DETAILED AS INSPECTOR GENERAL PER AR 20-1								
		5Z OFFICER - ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER QUALIFIED								
		IN ADVANCED MANAGEMENT AND BEHAVIORAL SCIENCE SKILLS AND								
		TECHNIQUES								
		WARRANT OFFICER - FIELD ARTILLERY MISSILE								
		SYSTEM SERGEANT QUALIFIED								
		RECAPITULATION BY IDENTITY GROUP								
		MILITARY								
		OFFICERS-AC (RC/265 not in total)							135 (14)	104 (14)
		WARRANT OFFICERS							5	3
		ENLISTED							80	66
		TOTAL MILITARY							220 (14)	173 (14)
		CIVILIAN - DIRECT HIRE								
		GENERAL SCHEDULE							218	179
		TOTAL CIVILIANS - DIRECT HIRE							218	179
		TOTAL TDA							438 (14)	352 (14)

5-7-5-16

CORPS STRUCTURE
Z CORPS (PROPOSED)
FT SHERIDAN

AC

1 IN DIV (M)^{1/}

194 AR BDE^{2/}

USAR

103 COSCOM

84 TNG DIV

89 ARCOM

220 MP BDE

85 TNG DIV

102 ARCOM

70 TNG DIV

100 TNG DIV

123 ARCOM

ARNG^{3/}

38 IN DIV

107 ACR

STARC: MI

32 IN BDE

16 EN BDE

IL

69 IN BDE (M)

STARC: ND

OH

73 IN BDE

SD

IN

KY

1/ COMMAND LESS OPERATIONAL COMMAND.

2/ COMMAND EXERCISED THROUGH TRADOC INSTALLATION COMMANDER

3/ TRAINING SUPERVISION AND MOBILIZATION PLANNING

5-7-5-17

Mobilization Planner Assignment by Installation

	<u>Number Allocated</u>
1. Health Services Command	
Fitzsimons AMC	0
Walter Reed AMC	1
2. Army Communications Command	
Ft Huachuca	1
3. Army Materiel Development & Readiness Command	
Aberdeen Proving Ground	1
Ft Monmouth	1
Redstone Arsenal	1
Tobyhanna Army Depot	0
4. Training and Doctrine Command	
Ft Benning	2
Ft Bliss	2
Ft Belvoir	1
Ft Chaffee	1
Ft Dix	2
Ft Eustis	1 Responsible for Ft Story.
Ft Gordon	2
Ft Harrison	2
Ft Hill	1
Ft Jackson	2
Ft Knox	2
Ft Leonard Wood	2
Ft Lee	2
Ft McClellan	1
Ft Pickett	1
Ft Rucker	1
Ft Sill	2

	<u>Number Allocated</u>
5. Forces Command	
Ft Bragg	2
Ft Campbell	2
Ft Carson	2
Ft Devens	2 Responsible for Camp Edwards
Ft Hood	2
Ft Drum	2
Ft Indiantown Gap	2
Ft Lewis	2
Ft McCoy	2
Ft Meade	1
Ft Ord	3 Responsible for Camp Roberts/ Ft Irwin
Ft Polk	3 Responsible for Camp Shelby
Ft Riley	2
Ft Sheridan	2 Responsible for Camp Ripley/Camp Grayling
Ft Stewart	2
Presidio of San Francisco	<u>1</u>
TOTAL REQUIRED	64

Selection of Corps Locations

1. The following installations were considered as possible corps locations:

Fort Meade, MD
Fort Devens, MA
Fort Benning, GA
Fort Sheridan, IL
Fort Riley, KS
Fort Carson, CO
Fort Douglas, UT
Fort Lewis, WA
Fort Bragg, NC*
Fort Hood, TX*
Fort Sam Houston, TX

* Present corps locations considered in combination with other proposed locations. Not appropriate for change.

2. Analysis of Installations.

On the analysis of installations, two basic limitations were established as desirable: first, each corps should include AC subordinate command and control elements; second no corps direct span of control (geographic) should exceed 750 miles. The distribution of forces in the CONUS precluded inflexible adherence to each of these parameters. They remained objective in the stationing plan, but exception became necessary.

a. Fort Devens.

Advantages

Satisfactory lines of communication.

Disadvantages

Requires significant new construction.

May require travel to reach acceptable training site for corps headquarters isolated from major AC corps type units.

b. Fort Meade:

Advantages

Presently holds a major headquarters proposed for elimination (provides for backfill).

Facilities for headquarters exist.

Satisfactory lines of communication.

Disadvantages

Span of control (geographic) hold no major AC units considered for attachment (82d Abn Div not available).

Some travel required to reach adequate training area for corps headquarters.

c. Fort Benning:

Advantages

Span of control (geographic) includes AC major subordinate units.

Adequate training area for corps headquarters.

Disadvantages

Requires new construction for corps headquarters.

Commercial air lines of communication limited.

d. Fort Sheridan:

Advantages

Facilities are available for a corps headquarters.

AC major units, while limited, are included in the span of control (geographic).

Satisfactory lines of communication exist.

Disadvantages

Some reorganization or relocation of existing organization becomes necessary.

Some travel is required to reach adequate training facilities.

e. Fort Bragg:

Advantages

Site of present corps (no construction required)

Training area is adequate.

Span of control (geographic) includes major AC units.

Disadvantages

Air lines of communication are limited.

f. Fort Hood:

Advantages

Site of present corps (no new construction required).

Geographic span of control includes AC major units.

Training area is available.

Satisfactory lines of communication.

Disadvantages

No significant disadvantages

g. Fort Riley:

Advantages

Training facilities adequate.

AC major subordinates are within geographic span of control.

Disadvantages

Requires increased facilities.

Limited air lines of communication.

Superimposes (co-locates) corps on an AC division with limited command relationship (1st Inf Div-command less OPCOM).

h. Fort Carson:

Advantages

Training area adequate.

Geographic span of control includes AC major subordinates.

Disadvantages

Air lines of communication are limited.

Requires increased facilities.

i. Fort Douglas:

Advantages

Previously used as site for corps headquarters.

Geographic span of control includes AC major subordinates.

Adequate air lines of communication.

Disadvantages

Requires increased administrative facilities.

Travel required for training sites.

j. Fort Lewis:

Advantages

Training area is adequate.

Geographic span of control includes AC major subordinates.

Satisfactory air lines of communication.

Disadvantages

Requires increased facilities.

Relatively isolated on a geographic basis (no central location as command and control headquarters).

k. Presidio of San Francisco

Advantages

Span of control (geographic) include AC major subordinates.

Currently holds a major headquarters proposed for elimination (provides for backfill).

Satisfactory air lines of communication.

Requires no increase to administrative facilities.

Disadvantages

Requires some travel to training locations.

3. Three combinations of corps locations were considered, as follows:

- a. Ft Meade
Ft Bragg
Ft Hood
Presidio of San Francisco
Ft Benning
- b. Ft Bragg
Ft Benning
Ft Sheridan
Ft Hood
Presidio of San Francisco

c. Ft Meade
 Ft Bragg
 Ft Sheridan
 Ft Hood
 Presidio of San Francisco

4. Option A. Capitalizes on the two existing corps locations; provides "backfill" for installations where major headquarters will be disestablished; and capitalizes on the location of a fifth corps with good geographic span of control over four major AC units (24 Inf Div, 5 Inf Div, 197 Inf Bde and 31 ADA Bde). The disadvantages are that the span of control of the Ft Meade Corps is excessive and includes no major AC units; the span of control of the Ft Bragg Corps is too restricted; and the disadvantages of establishing a corps at Ft Benning (particularly the facilities costs and limited air lines of communication) must be overcome.

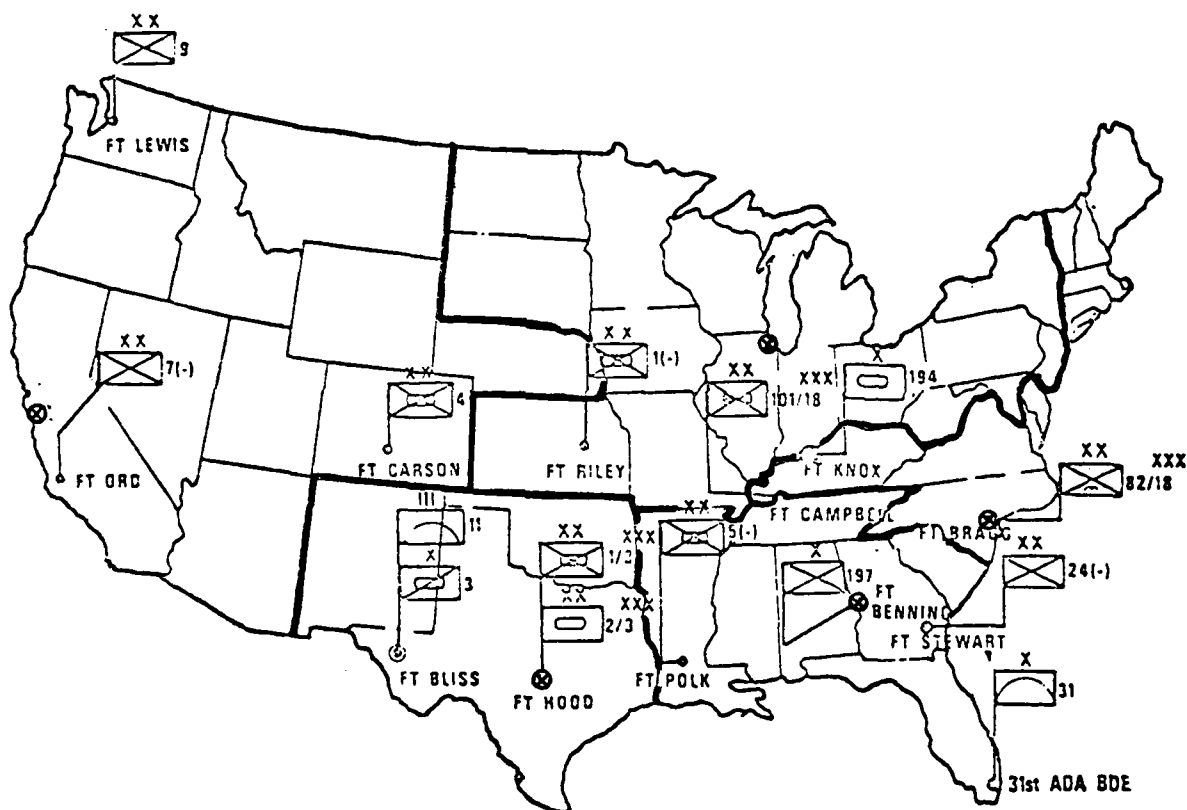
<u>Location</u>	<u>States</u>	AC/RC	RC
		<u>Div/Bde (TTC)</u>	<u>Units/STR (000)</u>
Benning	8	2-2/1-10(15)	748/135
Bragg	4	2-1/3-3(9)	237/51
Meade	19	0/13-12(25)	1517/319
Hood	5	3-4/2-4(13)	478/78
PSF	13	3-0/3-10(16)	613/106

5-9-7

major units disestablished; and it assumes the inherent disadvantages of stationing a corps at Ft Benning.

<u>Location</u>	<u>States</u>	<u>AC/RC</u>	<u>RC</u>
		<u>Div/Bde(TTC)</u>	<u>Units/STR(000)</u>
Benning	8	2-2/1-10(15)	748/135
Bragg	11	2-0/6-6(14)	537/115
Sheridan	16	1-1/10-11(23)	1461/290
Hood	3	2-4/2-3(11)	286/50
PSF	11	3-0/3-9(15)	561/98

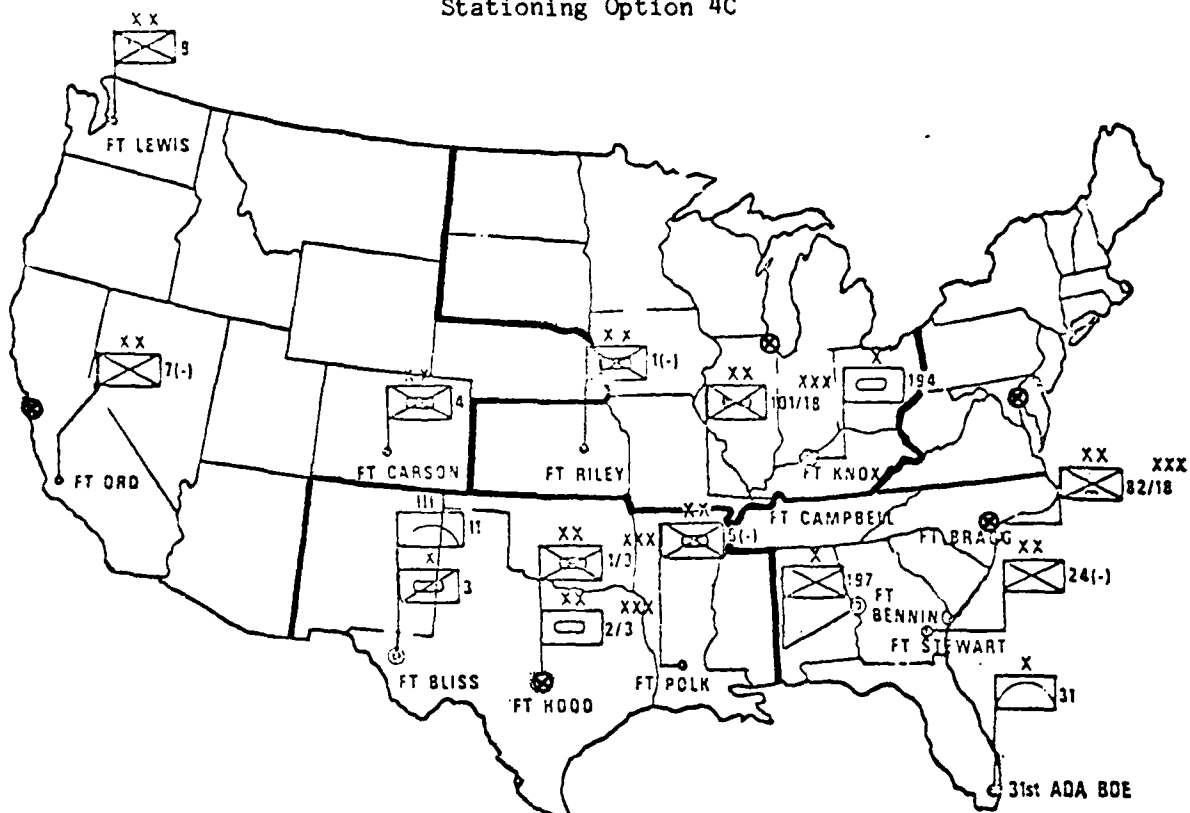
Figure 5-3
Stationing Option 4B



6. Option C. Capitalizes on existing corps locations; provides backfill for two of the three installations which will lose major headquarters; locates the new corps headquarters at locations with satisfactory air lines of communication; locates the new corps headquarters at installations with existing administrative facilities; and does not create an imbalance of units under any corps. Disadvantages include the broad geographic area of concern/interest of the Presidio corps, the absence of AC units in the Ft Meade corps and the requirement in each of the new corps headquarters to travel to training sites.

<u>Location</u>	<u>States</u>	AC/RC	RC
		<u>Div/Bde (TTC)</u>	<u>Units/STR(000)</u>
Bragg	6	3-2/4-9(18)	624/114
Meade	14	0-0/7-7(14)	932/199
Sheridan	12	1-1/6-8(16)	987/185
Hood	6	3-4/2-6(15)	489/92
PSF	11	3-0/3-9(15)	561/98

Figure 5-4
Stationing Option 4C



7. Selection of Recommended Option.

Option C is the recommended solution to the stationing requirements of three added CONUS corps headquarters. In addition to the advantages offered by each location there are low-cost solutions to the disadvantages, or there are other factors which mitigate the disadvantages.

In the situation of the broad area commanded by the Presidio corps, the unit density is comparatively low and the corps by doctrinal type (number of divisions) is supported by command of AC major subordinate elements.

The XVIII Airborne Corps, essentially a one-division corps has its span of control broadened to a more representative corps "slice."

The disestablishment of the present Fifth US Army at Ft Sam Houston, TX may be partially offset by the addition of some corps management elements (backfill) which exceed the administrative capacity of Ft Hood.

New construction may be required only at Ft Sheridan, and then only if the existing headquarters cannot be condensed or elements economically relocated.

Travel distance to training sites is partially offset in the Ft Meade and Ft Sheridan corps because they are predominantly RC-oriented (subordinate units are RC) and require potentially less annual field training than the three early-deploying corps.

The two corps which are predominantly RC-oriented are in the eastern half of the United States and thus enhance command and control of units to be deployed to any European conflict.

Proposed Mobilization Stationing for ARCOM
and Selected Training Divisions

STATE OWNED/OPERATED

Camp Atterbury, IN	123d ARCOM IN	Notes 2 and 4
Camp Grayling, MI	83d ARCOM OH & 5064th USARG MI	Notes 1, 2
Camp Pibley, MN	88th ARCOM MN	Notes 1 and 2
Camp Shelby, MS	121st ARCOM AL & 3397th USARG TN	Note 2

ACTIVE/SEMI-ACTIVE

Ft Campbell, KY	99th ARCOM PA	Notes 1 and 2
Ft Carson, CO	96th ARCOM UT	Note 2
Ft Chaffee, AR	122d ARCOM AR & 4003d USARG OK	Note 2
Ft Devens/Edwards, MA	94th ARCOM MA	Notes 1 and 2
Ft Drum, NY	77th ARCOM NY & 1209th USARG NY	Notes 1, 2
Ft Hood, TX	90th ARCOM TX & 4013th USARG LA	Notes 1, 2 & 3
Ft I-Gap, PA	79th ARCOM PA & 2122d USARG MD	Notes 1, 2
Ft Lewis/Gowen Field, ID	104th Tng Div	Notes 2 and 3
Ft McCoy, WI	86th ARCOM IL	Note 2
Ft Ord, CA	91st Tng Div	Notes 2 and 3
Ft Polk, LA	95th Tng Div	Notes 2 and 3
Ft Riley, KS	89th ARCOM KS	Note 2
Ft Stewart/Hunter, GA	81st ARCOM GA	Note 2

OTHER INSTAL w/USARG

Camp Roberts, GA	6211th USARG CA	Notes 1 and 2
Ft Hill, VA	3220th USARG FL	Note 2
Ft Irwin, CA	63rd ARCOM CA	Note 1
Ft Pickett, VA	2174th USARG VA	Note 2

Note 1: RC Cbt Division mobilization stations.

Note 2: Mobilization stations for non-divisional combat, combat support, and combat service support units to include brigades and armored cavalry regiments.

Note 3: These mobilization stations will host USAR training divisions and support operation of Army Training Centers.

Note 4: Atterbury is currently a TRADOC owned, state-operated installation which becomes a subpost of Ft Harrison upon mobilization.

The 97th ARCOM (MD), 120th ARCOM (SC), 102d ARCOM (MO), and the 124th ARCOM (WA) are assigned post-mobilization missions to be prepared to form new divisions. If not needed as new divisions they will be disestablished and personnel assigned as needed.

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—8